



BD Strategy for Long-term Impact: *Advancing the World of Health*

Vincent A. Forlenza

Chairman, Chief Executive
Officer and President

February 27, 2017

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 quarterly 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 herein, or in our earnings release and the financial schedules attached thereto.
- Certain financial information excludes the impact of the following items:
 1. Foreign currency translation.
 2. All adjustments to current and prior year as noted on the "Adjustment Reconciliation" schedules in the appendix of this presentation.
- A reconciliation of certain forward-looking non-GAAP financial measures to the most directly comparable GAAP financial measures are omitted from the financial schedules attached hereto as we are unable to provide such reconciliations without unreasonable efforts. Sufficient information is not available to calculate certain forward-looking adjustments required for such reconciliations, including future restructuring charges and acquisition-related costs. We expect these forward-looking adjustments could have a potentially significant impact on our future GAAP financial results.
- A copy of the press release, including the financial schedules, is posted on the "Investors" section of the BD.com website.

Who is BD?

Becton, Dickinson & Co. is a global medical technology company

1897

founded

\$12B

revenue

50+

countries

40,000

associates

BD LIFE SCIENCES

Discovery

Diagnostics

BD MEDICAL

Medication management

Informatics: Integrated workflow management and data analytics

Enabling research insights inside and outside of the cell



Transforming the infectious disease lab of the future



Medication management across the continuum of care



Integrated diabetes management



Infection prevention and safety



Topics for Discussion

Strategic Investor Initiative Forum — February 27, 2017



BD Strategy and Vision

Focus on the largest unmet healthcare challenges and accelerating our strategy to address them



Building our Capabilities

Innovation,
Access to Care,
Operational Efficiency,
Leadership & Talent



Measuring Results and Outcomes

Successful strategy and execution will generate differentiated results for all our stakeholders, from shareholders to society



Q&A

Opportunity to discuss our strategy and long-term plans



2016 BD Analyst Day

WE BELIEVE

BD IS AT THE VERY BEGINNING OF AN
AMAZING JOURNEY WHERE WE CAN HAVE
A **PROFOUND IMPACT** ON OUR CUSTOMERS
AND THE MILLIONS OF PATIENTS THEY
SERVE **AROUND THE WORLD.**



Drivers of sustainable healthcare

BD will help healthcare systems balance four key priorities



We will be even more relevant to these massive healthcare challenges

\$21B

direct U.S.
medical costs
incurred due to
**medication
errors**

**Over
\$600B**

direct global
medical costs
from **diabetes**

4 in 10

people will be
diagnosed with
cancer in their
lifetime

20%

of deaths are
from
**infectious
diseases**

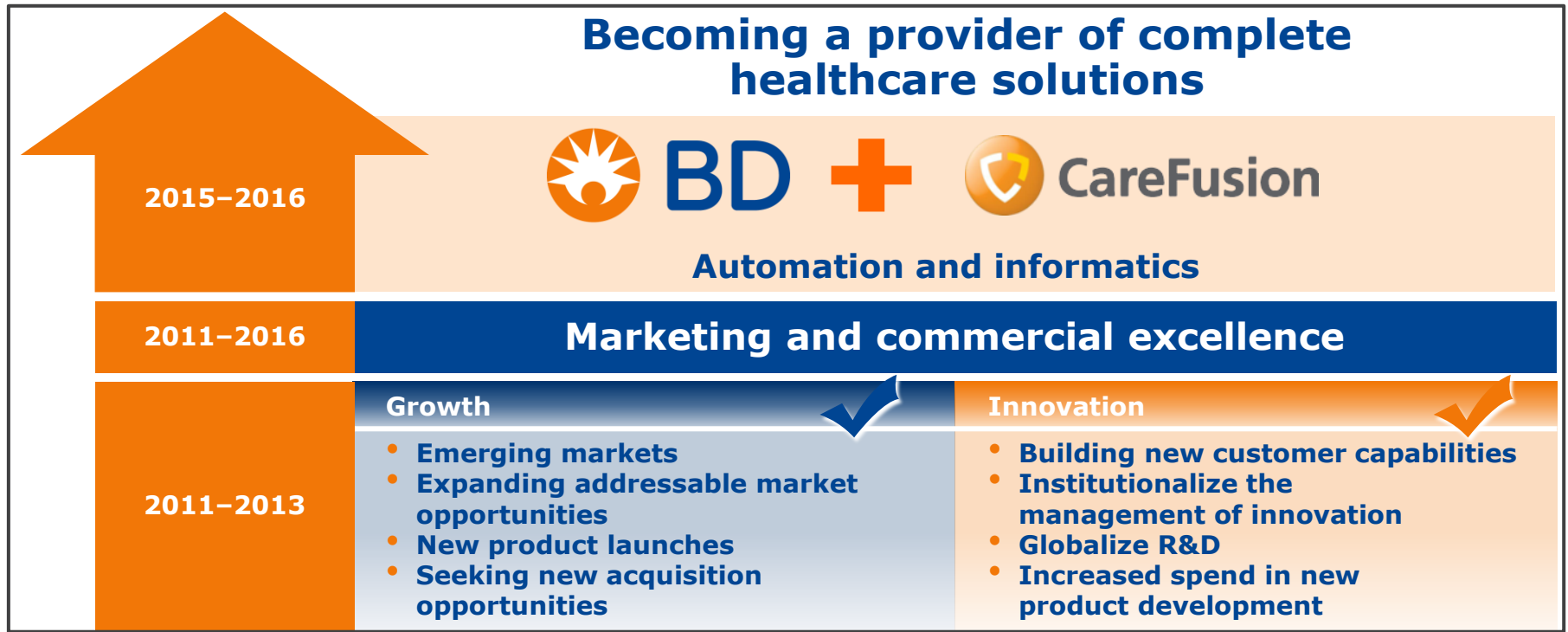
\$22B

direct medical
costs from
AMR and
avoidable
sepsis costs

Accelerating our strategy

Built on an already strong foundation

BD's vision is focused on **accelerating our transformation** into a **customer-centric** provider of world-class quality, innovative healthcare products, **value-added offers and solutions** to strengthen our core portfolio, while expanding into attractive adjacencies.



Looking ahead

Clear path forward from FY 2017 to FY 2019

Targeted P&L of the future

FY 2017 – FY 2019

Revenue

5%+

and

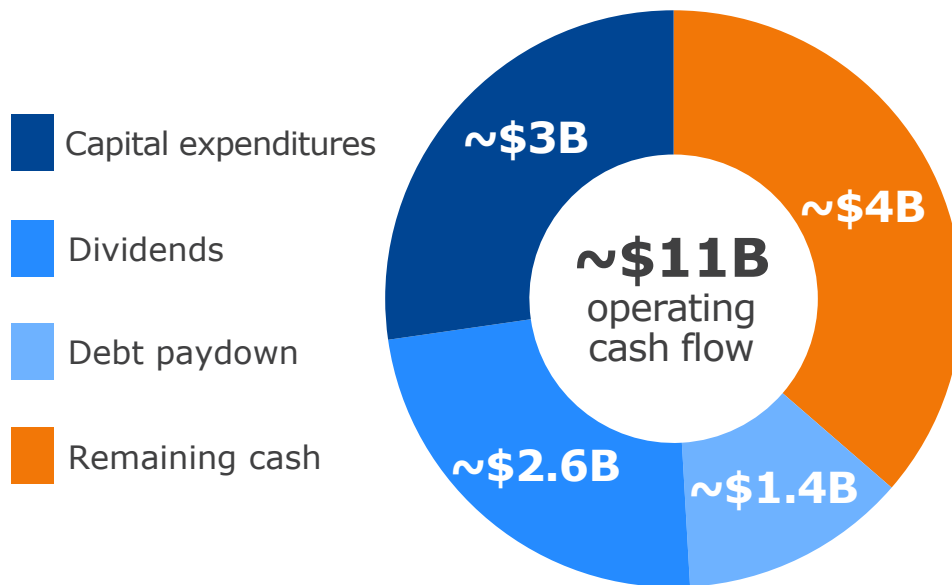
Earnings

10%+



Cash flow flexibility and opportunity

FY 2016 – FY 2019



Capital allocation framework

- Invest in the business
- Increasing dividends
- On track for 3x gross leverage by March 2017
- Evaluate M&A opportunities
- Return excess cash to shareholders

Primary ESG factors are well aligned with our **key capabilities**

1



INNOVATION

Healthcare outcomes, cost and safety

2



ACCESS

Healthcare in resource-limited populations

3



EFFICIENCY

Environmentally sound and resilient operations

4



EMPOWERMENT

Positive workforce and community impacts

Governance and Risk Management

2020 Sustainability Strategy and Goals



INNOVATION

Innovate to improve outcomes, reduce costs and enhance safety

- *Key healthcare processes: medication management, lab efficiency and disease management*
- *Infection control and antimicrobial resistance (AMR)*
- *Translational science and health informatics*
- *Patient and healthcare worker safety*



ACCESS

Support health system leapfrogging in emerging and developing economies

- *Cost effective products for leading causes of mortality/morbidity*
- *Public-private-partnerships for health system strengthening*
- *Capacity expansion in emerging countries*



EFFICIENCY

Work across value chain to minimize environmental and social impacts

- *Climate change and resilient operations*
- *Safer chemicals and product life cycle improvements*
- *Supply chain social and environmental responsibility*



EMPOWERMENT

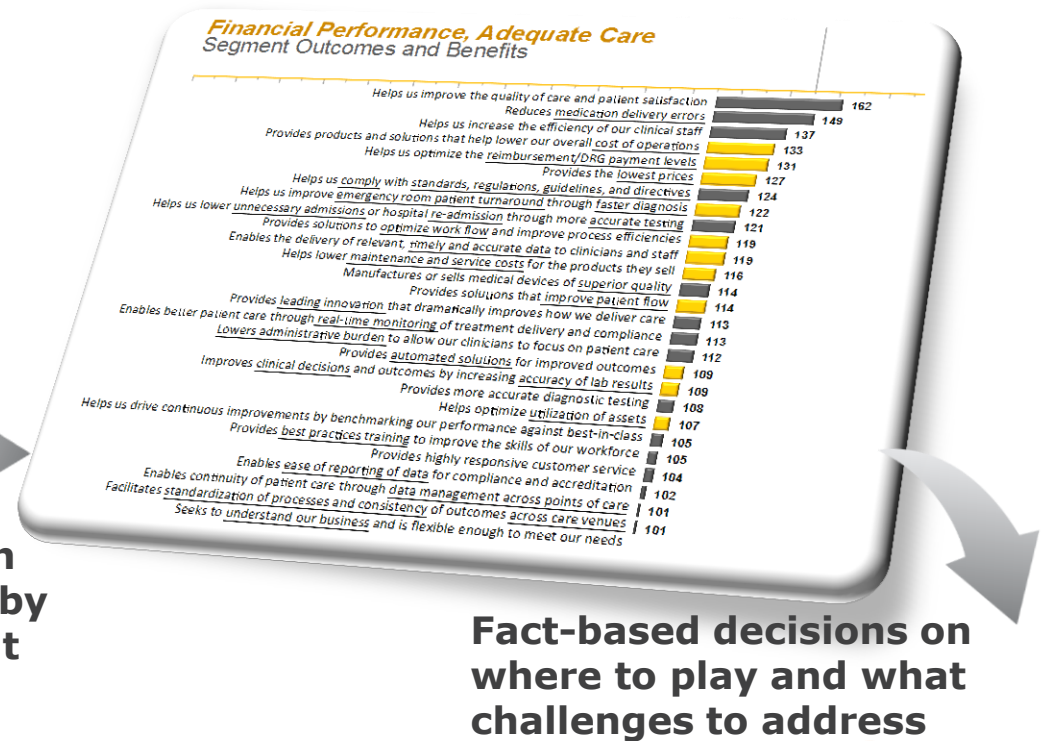
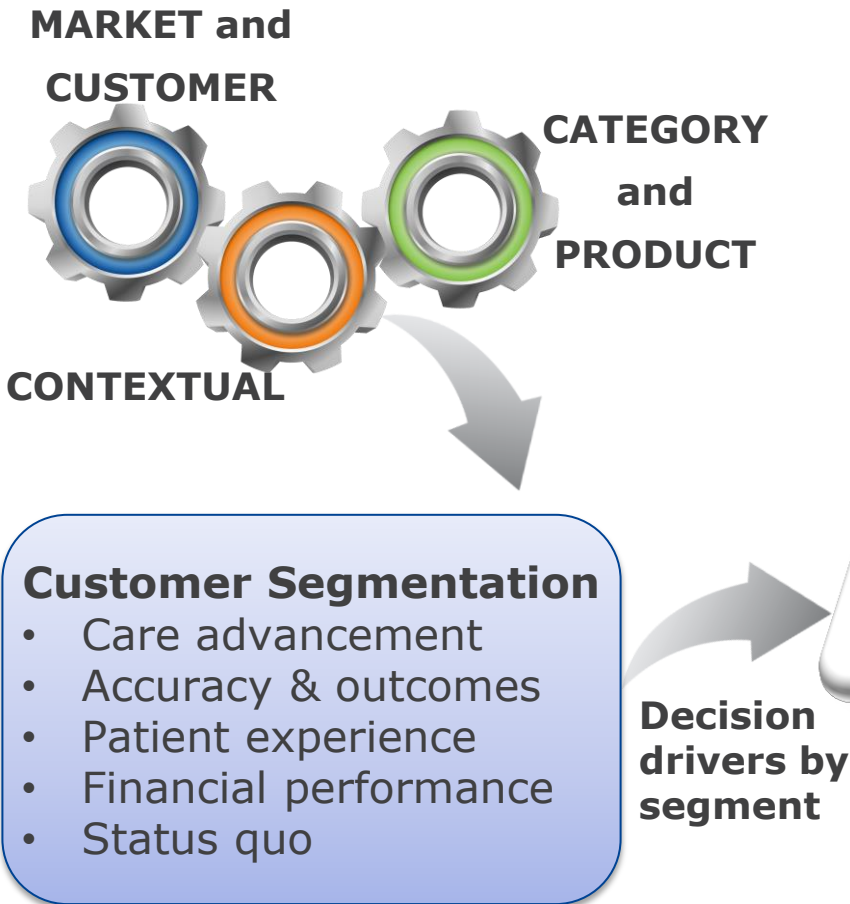
Advance BD's purpose-driven culture through workforce and community initiatives

- *Diversity and inclusion*
- *Associate health/safety*
- *Social investing and volunteering*



Innovating with “Go-to-market” in mind

Deep understanding of the healthcare market and customers



Leader in Medication Management

Healthcare IT/Electronic Medical Record

BD Smartworks & Knowledge Portal


BD
Hosted
device data



Pharmogistics



Cato & Phaseal



Pyxis ES



Alaris



MedMined



Smartworks

Procure

Prepare

Track & Dispense

Administer & Document

Integrating Products, Informatics and Interoperability



Innovation requires diligence & partners

Vetting traditional technologies and partnering for bigger impact

BD translational sciences  Ideation



Engineering & manufacturability



Late-stage evidence generation



Launch



Market Development



unicef
united states fund

Whatever it takes to save a child.

DTRA

Defense Threat Reduction Agency

Singularity
UNIVERSITY

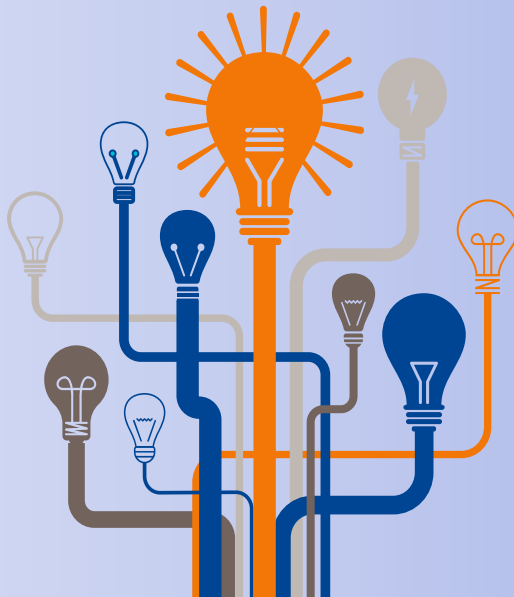
NATIONAL
CANCER
INSTITUTE



JDRF



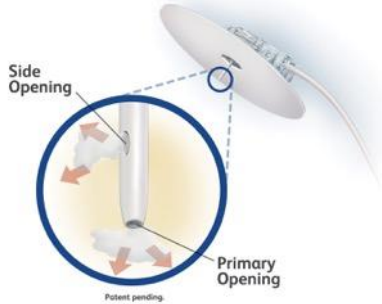
THE LEONA M. AND HARRY B.
HELMSLEY
CHARITABLE TRUST



BD uniquely positioned to deliver transformative Diabetes Care solutions

Web-based Connected Informatics

BD FlowSmart™ Insulin Infusion Sets



- Developed **in partnership** with JDRF and The Helmsley Charitable Trust
- Commercializing in partnership **with Medtronic**
- Limited launch underway

Type 2 Patch Pump



- **Intuitive** design
- **Adjustable** basal and bolus dosing
- **Dose data seamlessly combined** with glucose, diet and activity data

Smart Pen Needles



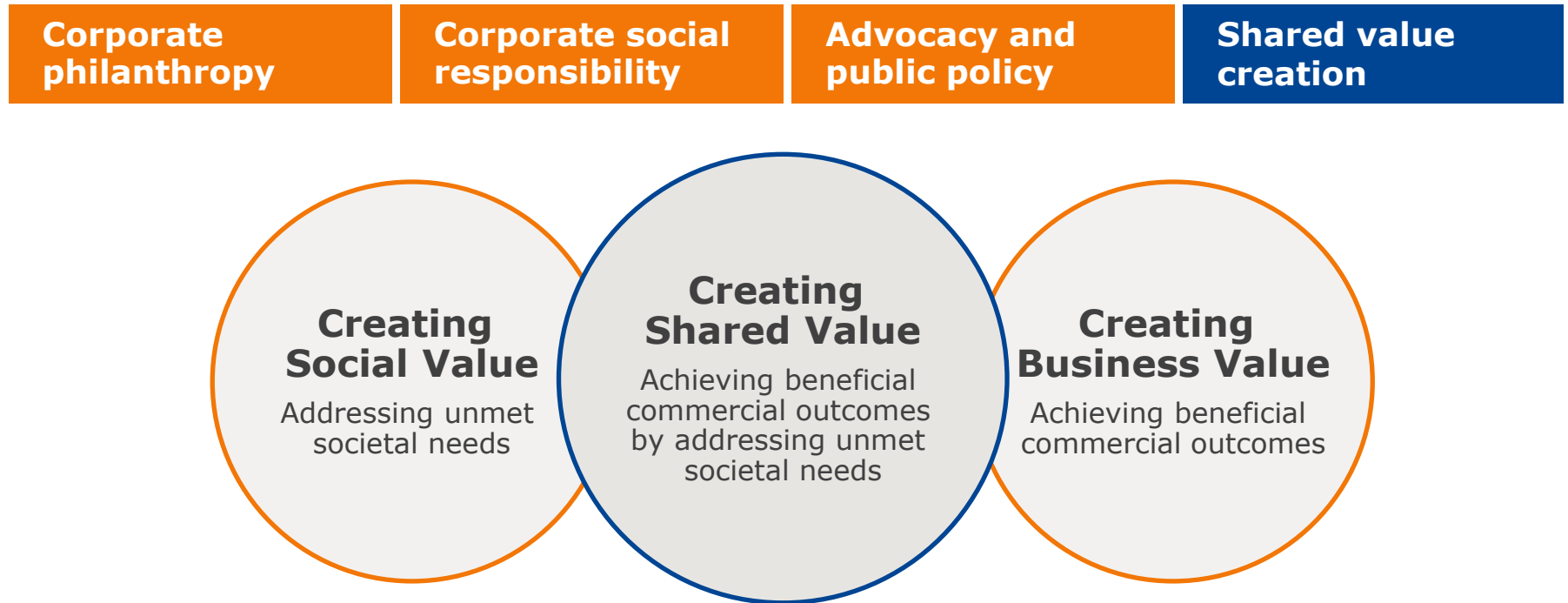
- Designed to capture **irrefutable dose data**
- **Wireless communication** of dose data
- **Universal fit** with all disposable insulin pens

New solutions that are innovative, affordably priced and drive better insights and outcomes to improve care



BD positive global health impact

Methods to advance societal and business goals



BD positive societal impact

Aligned with United Nations SDGs and Leveraging Partnerships



Global Health and Sustainability Strategy: SDG Alignment

- Safely immunizing children
- Protecting health workers
- Improving infection control
- Strengthening patient safety
- Enhancing treatment of diabetes
- Strengthening laboratory systems
- Addressing antimicrobial resistance
- Researching new drugs and therapies
- Reducing maternal and newborn mortality
- Conserving natural resources
- Improving product life cycle attributes
- Deploying renewable energy in operations



Emerging market growth and market development strategy



Improving infection control in China



BD in China since 1994

- Partnered since 2007 with China Ministry of Health to improve infusion therapy and infection prevention
- Set the foundation for broad-based company growth in China
- Trained over 700,000 clinicians



Developing Infusion Therapy practice in the Chinese market



Registering CFN products globally

- As of Q1'17, over 160 approved or in process product registrations, including a number in China



Improving access to care for the most vulnerable

Reducing maternal & newborn mortality

Design, Development and Manufacturing



Mr. Jorge Odon

BD Odon Device™



Usage Guidelines / Regulatory*



World Health Organization

Development Funding



Access Support to Countries*



GLOBAL FINANCING FACILITY

International Agencies

Clinical Studies and Effectiveness Data



World Health Organization



BILL & MELINDA GATES foundation

Global Advocacy



EVERY WOMAN EVERY CHILD



The Partnership for Maternal, Newborn & Child Health

'Last Mile' Reach and Training*



Schools and Universities

* In consultation



Operational Excellence

120-year-old DNA of world-class operations

Continuous improvement (CI)

- CI productivity through:
 - Process optimization
 - Plant automation

Network optimization

- Manufacturing and Supply Chain synergy initiatives well underway

70% in process

Investing in our plants

- Invest close to **\$700M** annually in capacity, new technologies, quality and driving efficiencies

Sustainability

- Sustainability efforts driving operational efficiencies
- **#1 in green power usage in healthcare**

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM

Supply Chain efficiencies

- Global network of distribution centers
- Delivering **tens of billions of units** annually to **~200 countries**

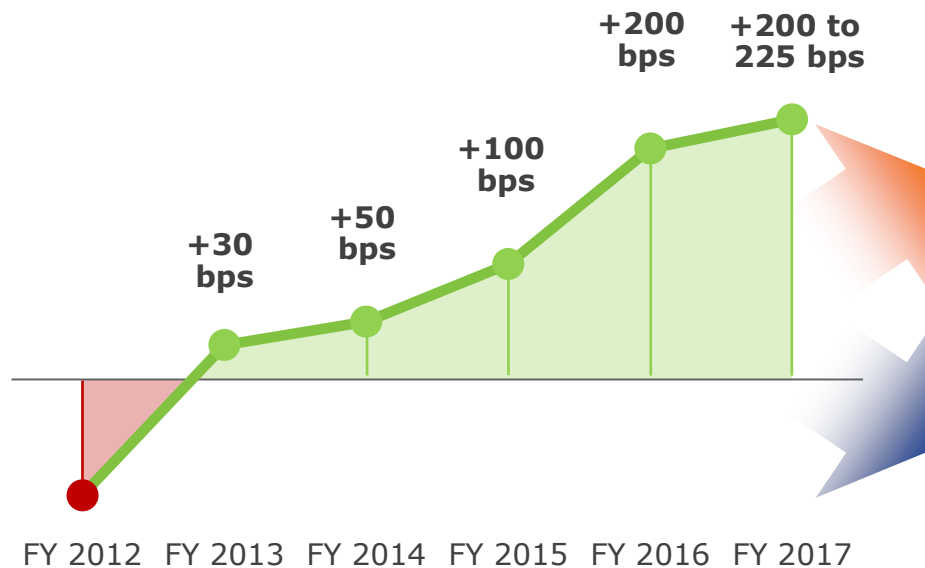
Procurement

- Leveraging scale of **~\$6B supplier spend** to generate savings and enable value



Operating margin expansion

Profitability initiatives transforming margins



Operational excellence

through best-in-class quality, centers of excellence, global scale, automation and footprint optimization and harmonization

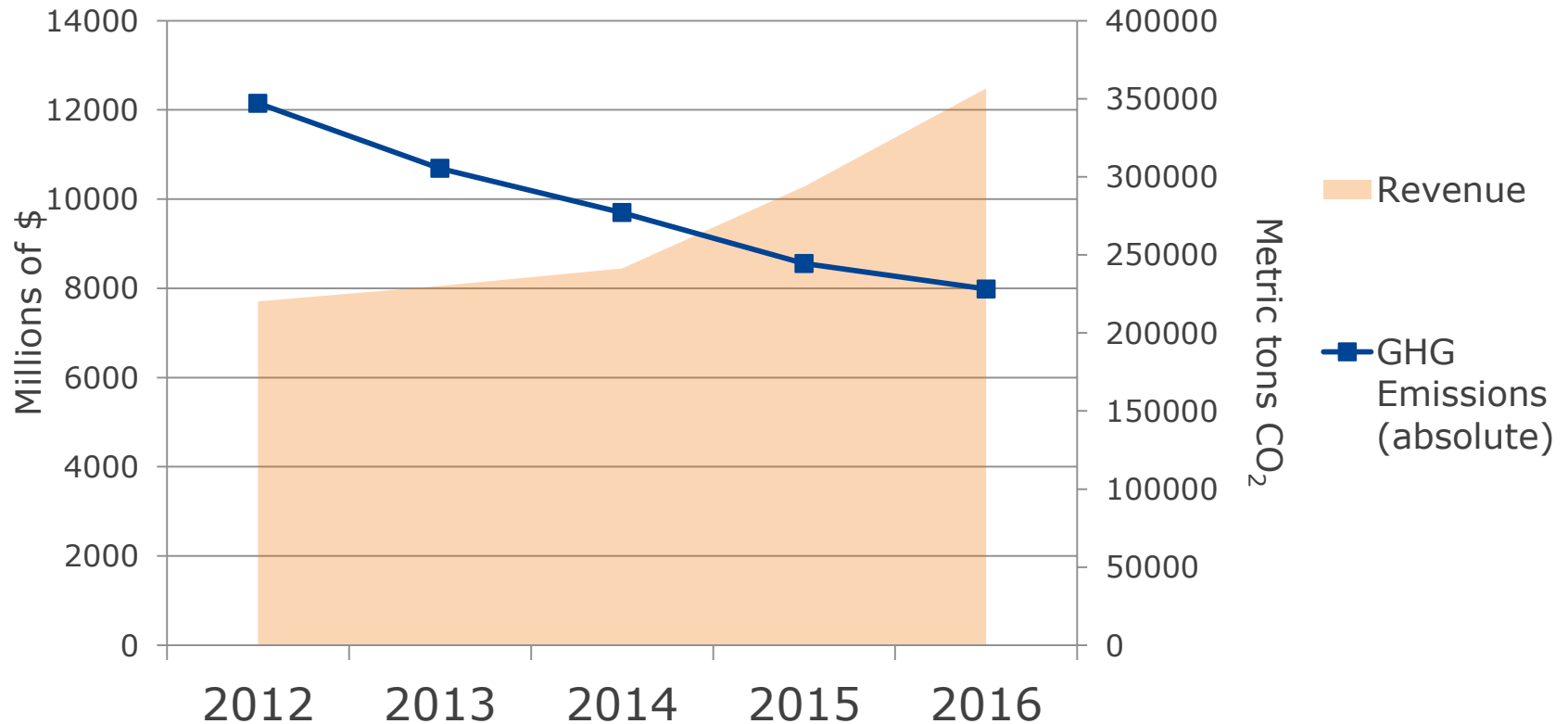
Business process excellence

through centers of excellence, shared services and business process transformation

Sustaining operational excellence requires a commitment to build manufacturing skills through technical training programs for our current and future associates in the local communities we serve



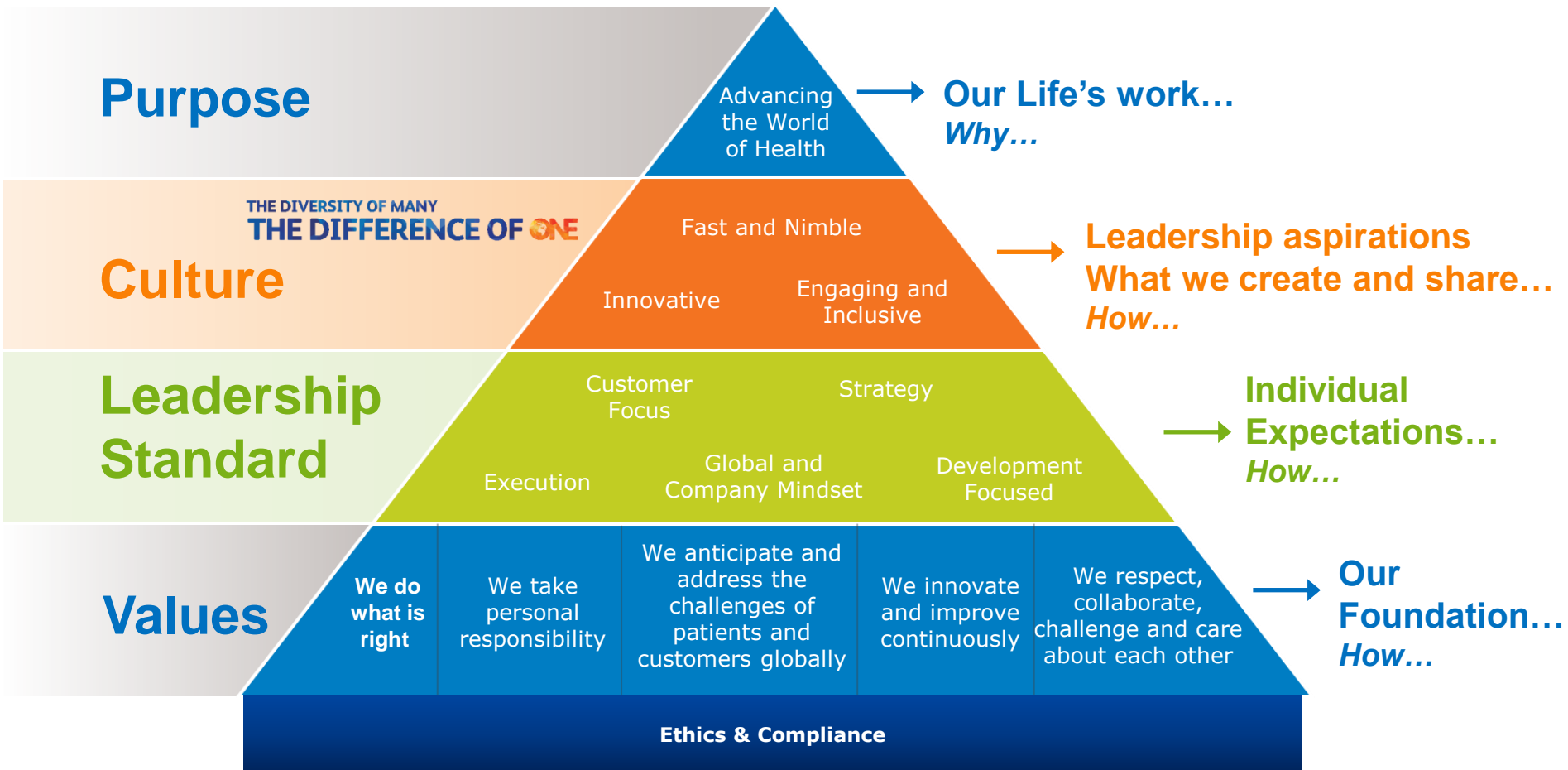
Decoupling Growth from Environmental Footprint



Climate Resilience: Strong focus on **energy efficiency** coupled with deployment of cost-effective **renewable energy** strategies have led to lower overall footprint while continuing revenue growth



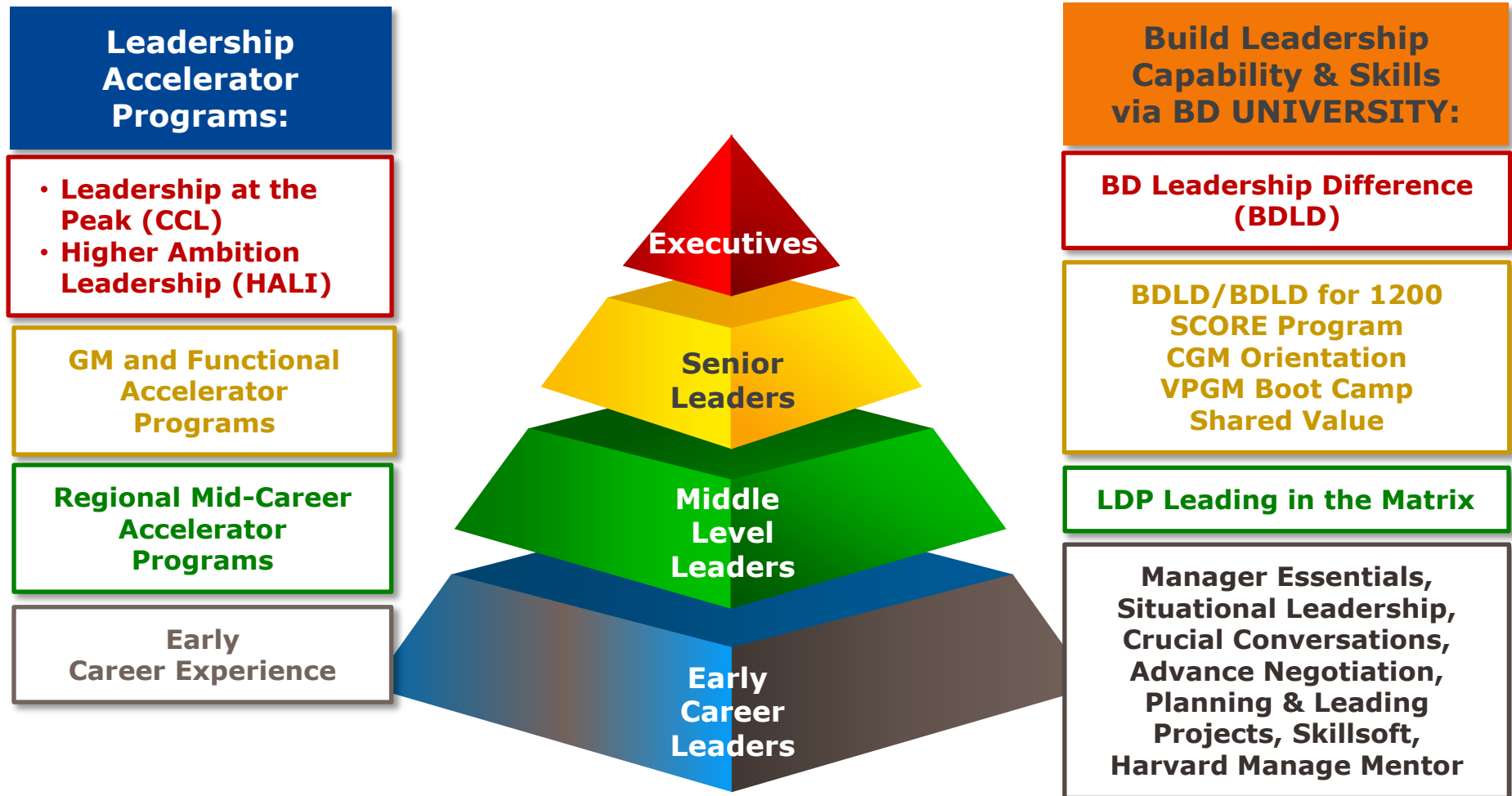
The BD Leadership Model



The Center for BD Leadership is driving our talent priorities:
Building our talent pipeline; Transforming our culture & Ensuring customer focus

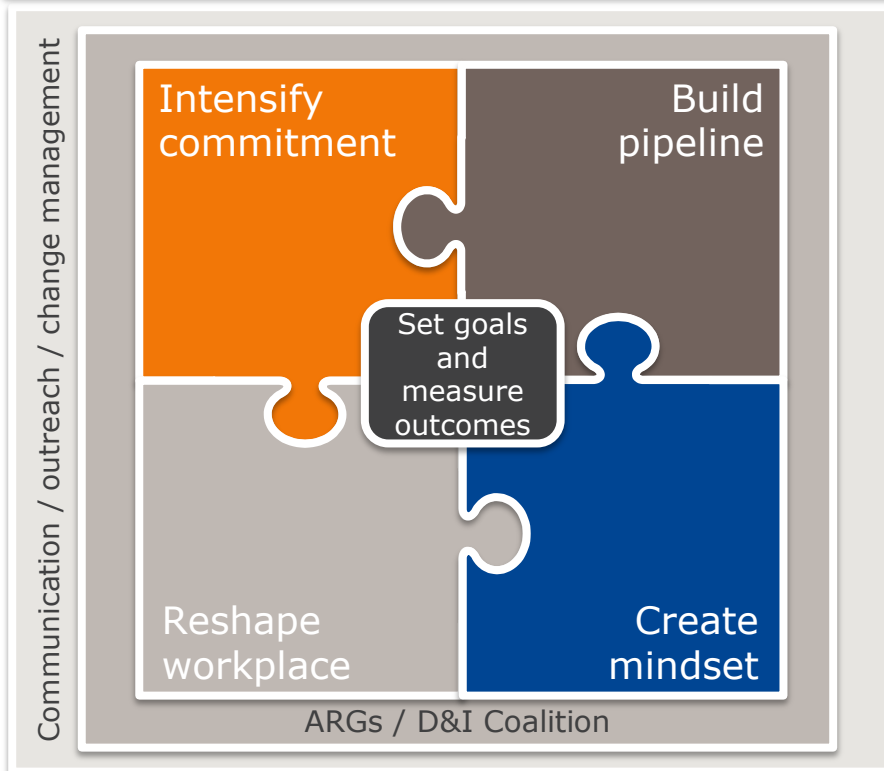


Leadership Development Programs



Diversity & Inclusion at BD

BD's Diversity & Inclusion Strategy:



"Difference of Many" campaign:

BE A LEADER
BE AMBITIOUS
BE CANDID
BE THOUGHTFUL
BE HUMAN
BE COURAGEOUS
BE DIFFERENT
BE YOURSELF

THE DIVERSITY OF MANY
THE DIFFERENCE OF ONE
bd.com



Corporate Governance at BD

- Independent and diverse Board of Directors
- Regular review of near-term operational and long-term strategic plans at all levels
- Regular Enterprise Risk Management focus
- BOD Committees, including “Science, Marketing, Innovation & Technology” committee focused on innovation

BD's Board of Directors

1. Basil L. Anderson
2. Catherine M. Burzik
3. R. Andrew Eckert
4. Vincent A. Forlenza
5. Claire M. Fraser
6. Christopher Jones
7. Gary A. Mecklenburg
8. Marshall O. Larsen
9. James F. Orr
10. Willard J. Overlock, Jr.
11. Claire Pomeroy
12. Rebecca W. Rimel
13. Bertram L. Scott



Corporate Board Gender
Diversity Award Winner



Rights Metrics Drive Right Outcomes

Aligning the Compensation Model Accordingly



Short-Term Incentive Plans

Recognize and enable the achievement of key short-term financial objectives and reward individuals for their contributions against those short-term objectives



Long-Term Incentive Plans

Rewards associates for working towards achieving long-term company objectives of sustainable revenue growth, efficiency and profitability through functional excellence, customer centricity & innovative and new product development

LTI Target

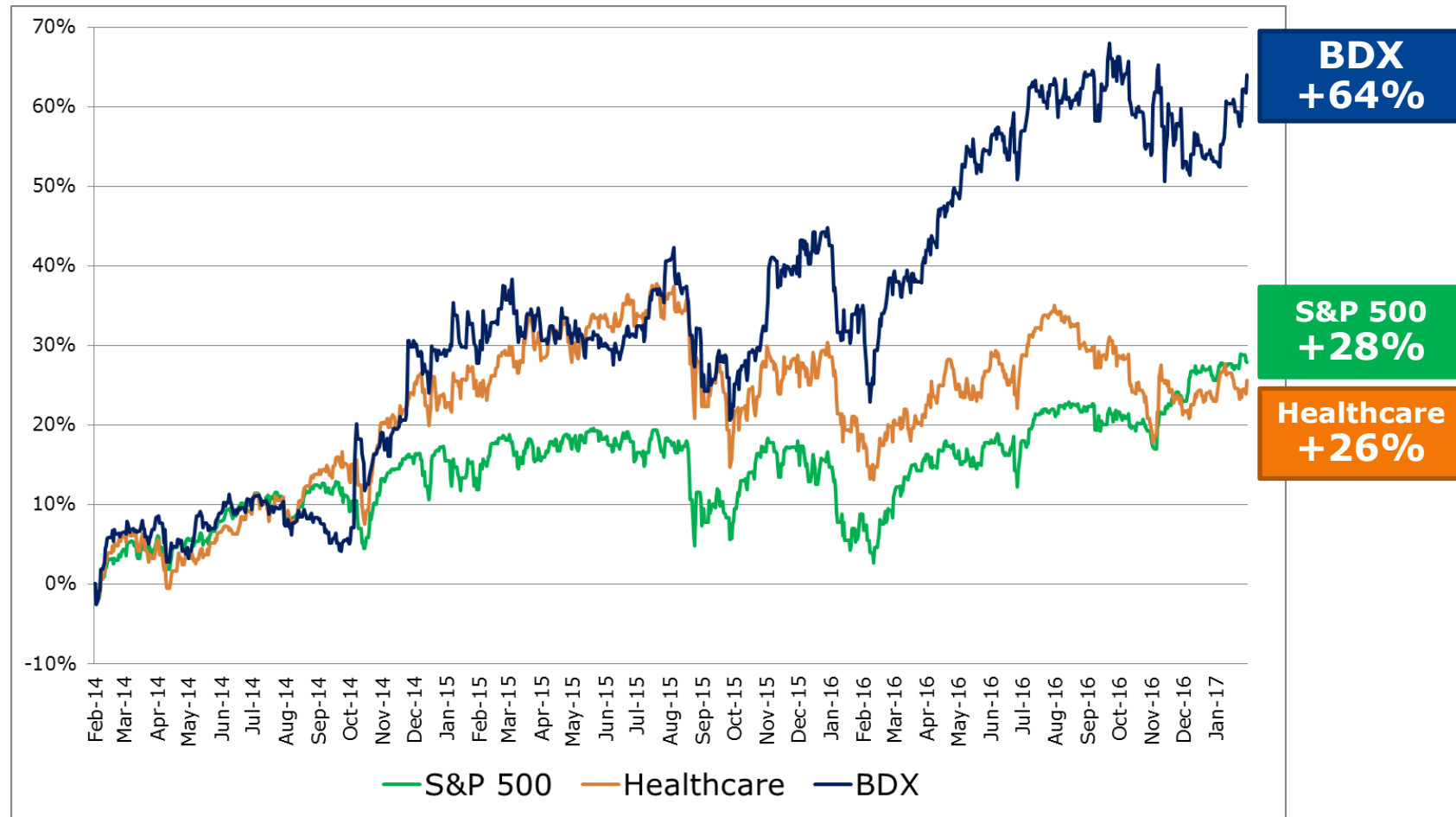
Each year, BD establishes an appropriate LTI target that reflects the scope of responsibility and long-term impact on business results.

LTI Performance Metrics

Measured over 3-year period:

- 50% Total Shareholder Return
- 50% Return on Invested Capital

BDX has outperformed the market and healthcare by 2x over the last three years



Key Takeaways

- ◆ BD has a highly structured and diligent process for developing long-term strategic plans
- ◆ Critical capabilities are built in a shared value model that contemplates all stakeholders
- ◆ Successful execution is well aligned with key metrics, from internal compensation, social impact goals to external financial targets



Capabilities that Build to a 2030 Vision



INNOVATION

Industry leader

innovating to improve healthcare quality and cost outcomes



EFFICIENCY

Leader in overall **environmental performance**; achieve carbon and waste neutral status



ACCESS

Demonstrable increase in **lives saved** and **sustainable access** to quality health services



EMPOWERMENT

Employer of choice for people seeking careers that advance global sustainability

Advancing
the World
of Health

