

2024 Annual Meeting of Shareholders

January 23, 2024



Advancing the
world of health™

Call to order



Tom Polen
Chairman, CEO and
President
(E)



William M. Brown
Director (C, G)



Catherine M. Burzik
Director (G, Q*)



Carrie L. Byington
Director (A, Q)



R. Andrew Eckert
Director (A, C*)



Claire M. Fraser, Ph.D.
Director (C, G)



Jeffrey W.
Henderson
Director (A*, C)



Christopher Jones
Director (A, G*)



Timothy M. Ring
Director (A, Q)



Bertram L. Scott
Director (C, Q)



Joanne
Waldstreicher, M.D.
Director (C, Q)

Meeting Matters

Introduction of Proposals

Proposals for 2024 Annual Meeting

1. The election as directors of the eleven nominees named in the proxy statement for a one-year term
 - The Board of Directors recommends a vote [“FOR”](#) each of the nominees for director
2. The ratification of the selection of the independent registered public accountant firm
 - The Board of Directors recommends a vote [“FOR”](#)
3. An advisory vote to approve named executive officer compensation
 - The Board of Directors recommends a vote [“FOR”](#)

Strategic and Business Update

2024 Annual Meeting of Shareholders

January 23, 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 and 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

BD is an 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

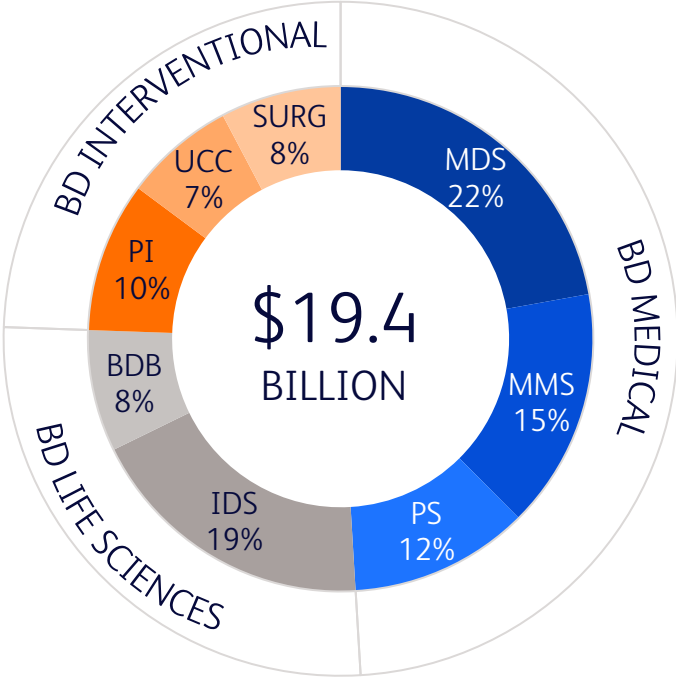
Transformative Solutions: ~\$5B
Reinventing the future of healthcare

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%

Executing on plan for substantial, sustained shareholder value creation

1

Strengthened long-term targeted growth profile of 5.5%+ FXN base revenue growth

2

Reshaped innovation pipeline and tuck-in M&A strategy towards higher growth markets

3

Expanded simplification programs underway driving double-digit EPS growth

4

Disciplined and balanced capital deployment strategy

5

Strong team focused on execution and delivering shareholder value

FY23 progress

- ✓ Delivered **5.8% base organic** FXN revenue growth
- ✓ **Consistent growth** of durable core and accelerated portfolio shift into attractive high-growth markets

- ✓ Transforming innovation pipeline investing R&D **indexed towards higher growth spaces**
- ✓ **Continued strong** R&D milestone and launch attainment
- ✓ **~40 bps organic contribution** from tuck-in M&A anniversaries

- ✓ **Active portfolio mgmt** – sale of Surgical Instrumentation Platform
- ✓ Project **RECODE on-track** – exited more than 2,300 SKU's
- ✓ Launched **operating model simplification** initiative

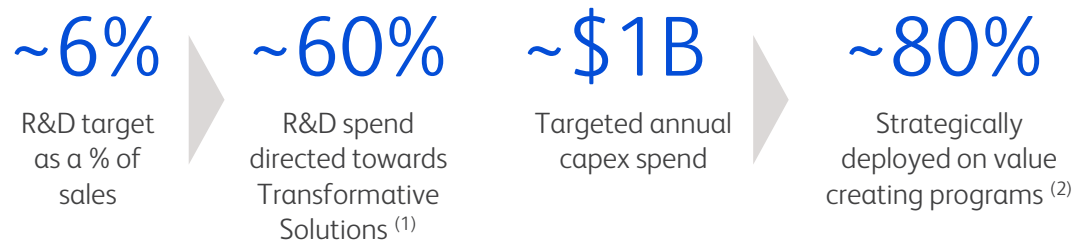
- ✓ Returned **\$1.1B** to shareholders
- ✓ Increased dividend for **52nd consecutive year**
- ✓ Net leverage of **2.6x** – strongest since FY21

- ✓ Successfully navigated challenging macro environment
- ✓ Performance reflects results of **early planning and execution**
- ✓ Capabilities embedded in our operating principles

Maintaining disciplined capital allocation policy

R&D / Capex

Purposeful and balanced investments help fuel our robust pipeline



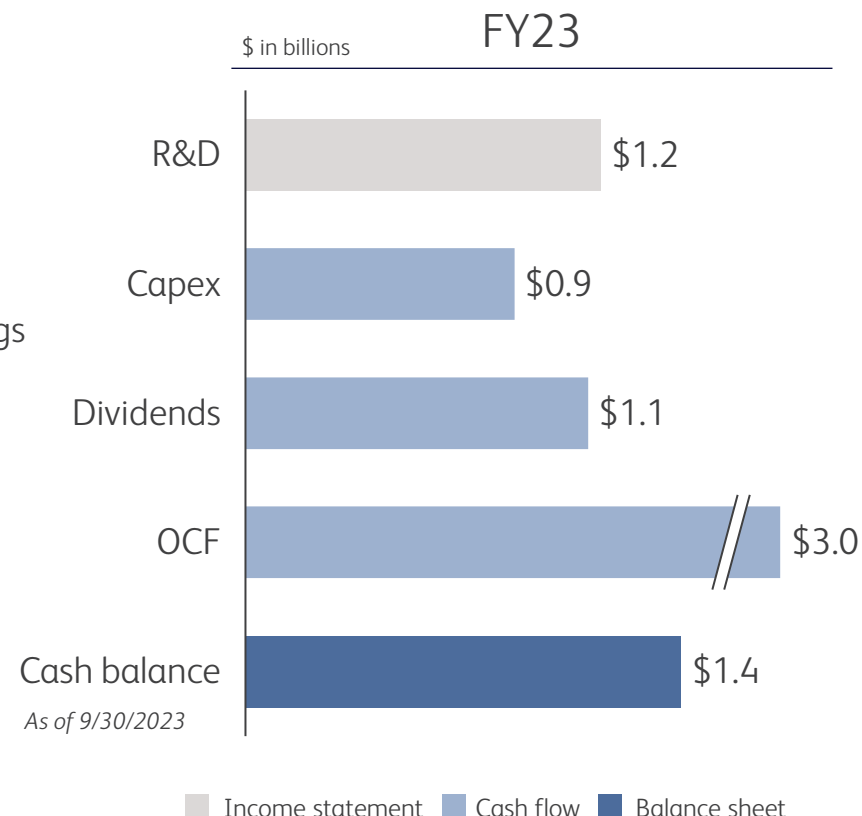
Accelerating our strategy with meaningful capital deployment while managing around our 2.5x long-term net leverage target and full investment grade credit ratings

Tuck-in M&A

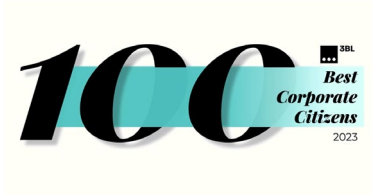


Committed to increasing the dividend and returning cash to shareholders through share repurchase program

Dividend / Share Repurchase



ESG: Together We Advance - driving outcomes across four pillars of health



Named to the inaugural
U.S. News & World Report's
**Best Companies to
Work For**
2023-2024 list

Named among the
top 25%
of *Newsweek's* list of
**America's Most
Responsible Companies**

Named a
"Noteworthy Company"
for the fourth straight year in DiversityInc's
annual ranking of the
top U.S. companies for diversity

Awarded
Best Code of Conduct
among S&P 250 companies by Labrador

Ranked in the
Top 10 for Transparency
in 2023 among S&P 250 companies in the 5th
annual U.S. Transparency Awards by Labrador

Named among the
100 Best Corporate Citizens
of 2023 by 3BL

Our framework for driving profitable growth and value creation

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



(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.
Note: Please see Basis of Presentation and Appendix for non-GAAP reconciliations

Questions and Answers

Preliminary Voting Results

Meeting adjournment



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

B	Billion	R&D	Research and Development
BDB	Biosciences	SSG&A	Shipping, Selling, General and Administrative
BPS	Basis Points	SURG	Surgery
CAGR	Compound Annual Growth Rate	UCC	Urology & Critical Care
Capex	Capital Expenditures	USD	United States Dollar
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	WAMGR	Weighted Average Market Growth Rate
EPS	Earnings Per Share	YoY or Y/Y	Year over Year
ESG	Environmental, Social, Governance	YTD	Year To Date
FY	Fiscal Year		
GAAP	Generally Accepted Accounting Principles		
IDS	Integrated Diagnostics Solutions		
M&A	Mergers and Acquisitions		
M	Million		
MDS	Medication Delivery Solutions		
MMS	Medication Management Solutions		
PI	Peripheral Intervention		
PS	Pharmaceutical Systems		

Supplemental Revenue Information

Yearly Reconciliation of Reported Revenue Change to Base Revenue Change
For the Twelve Months Ended September 30,

(Unaudited; \$ in millions)	A	B	C	D=A-B	E=A-B-C	F=(A-B)/B	G=(A-B-C)/B
	2023	2022	FX Impact	Reported Change	FXN Change	% Change Reported	% Change FXN
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$19,372	\$18,870	(\$349)	\$502	\$851	2.7 %	4.5%
Less: COVID-19-only Diagnostic Testing Revenues	\$73	\$511	(\$1)	(\$439)	(\$438)	(85.8%)	(85.6%)
Base Revenues from Continuing Operations	\$19,299	\$18,358	(\$347)	\$941	\$1,288	5.1%	7.0%
<i>impact of COVID-19-only Diagnostic Testing Revenues ⁽¹⁾</i>				(2.3%)	(2.3%)		

Supplemental Revenue Information - Organic Growth

Yearly Reconciliation of Reported Revenue Change to Base Organic Revenue Change
For the Twelve Months Ended September 30,

(Unaudited; \$ in millions)

	A	B	C	D=(A-B-C)/B % Change
	2023	2022	FX Impact	FXN
TOTAL BDX REVENUES FROM CONTINUING OPERATIONS	\$19,372	\$18,870	(\$349)	4.5%
Less: COVID-19 only Diagnostic Testing Revenues	\$73	\$511	(\$1)	(85.6%)
BDX Base Revenues from Continuing Operations	\$19,299	\$18,358	(\$347)	7.0%
Less: Inorganic revenue adjustment ⁽¹⁾	\$247	\$31	(\$1)	690.1%
Base Organic Revenue from Continuing Operations	\$19,052	\$18,327	(\$346)	5.8%

(1) Inorganic revenue adjustment is 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. Acquisitions include: Parata and Medkeeper in the Medical segment; Cytognos in the Life Sciences segment; and Venclose and Tissuemed in the Interventional segment. Divestitures include: the sale of the Surgical Instrumentation platform in the Interventional segment.

Supplemental Non-GAAP Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

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

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 24)
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

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 24)
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

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%

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*.

Supplemental Non-GAAP Reconciliations – Net Leverage and Free Cash Flow

Reconciliation of Net Income from Continuing Operations to Non-GAAP Adjusted EBITDA from Continuing Operations – Unaudited; \$ in millions
For the Twelve Months ended September 30, 2023

Reported GAAP net income from continuing operations	\$1,530
Adjusted for:	
Depreciation, amortization and other	\$2,272
Interest expense	\$452
Income taxes	\$132
Share-based compensation	\$259
Integration costs pre-tax ⁽¹⁾	\$67
Restructuring costs pre-tax ⁽¹⁾	\$239
Separation-related items pre-tax ⁽²⁾	\$14
European regulatory initiative-related costs pre-tax ⁽³⁾	\$139
Product, litigation, and other items pre-tax ⁽⁴⁾	\$554
Adjusted EBITDA	\$5,659
Short-Term Debt	\$1,141
Long-Term Debt	\$14,738
Less: Cash, Cash Equivalents and Short-Term Investments	(\$1,424)
Net Debt	\$14,455
Net Leverage⁽⁵⁾	2.6x

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

(2) Represents costs incurred in connection with the separation of BD's former Diabetes Care business.

(3) 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.

(4) 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.

(5) Net Leverage is calculated by dividing Net Debt by Adjusted EBITDA.

Reconciliation of Net Cash Provided by Continuing Operating Activities to Free Cash Flow – Unaudited; \$ in millions; For the Twelve Months ended September 30,

	2023	2022	Change
	Preliminary		
Net Cash Provided by Continuing Operating Activities	\$2,990	\$2,471	\$519
Less: Capital Expenditures	(\$874)	(\$973)	\$99
Free Cash Flow	\$2,116	\$1,499	\$618

Supplemental Non-GAAP Reconciliation

For the Twelve Months Ended September 30,

Revenue (\$ in millions)	2024G	2023	2022
Total revenues from continuing operations	~\$20,100 - \$20,300	\$19,372	\$18,870
Less: COVID-19 only diagnostic testing revenues	N/A	\$73	\$511
Base revenues from continuing operations	N/A	<u>\$19,299</u>	<u>\$18,358</u>
	2024G	2023	2022
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%		
Operating margin	2024G	2023	2022
Adjusted operating profit		\$4,557	\$4,266
Adjusted operating margin %	<u>~24.0%</u>	<u>23.5%</u>	22.6%
Less: COVID-19 only diagnostic testing and reinvestment impact			~20 bps
Base adjusted operating margin			<u>22.4%</u>
Adjusted diluted earnings per share (Unaudited)	2024G	2023	2022
Adjusted diluted earnings per share from continuing operations	<u>\$12.70 to \$13.00</u>	\$12.21	\$11.35
Less: estimated earnings from COVID-19 only diagnostic testing and reinvestment		~\$0.11	~\$0.50
~Estimated base adjusted diluted earnings per share from continuing operations		<u>~\$12.10</u>	<u>~\$10.85</u>
2021 - 2024G base adjusted EPS CAGR (assumes midpoint of 2024 guidance)	~14%		
Free Cash Flow (Unaudited; \$ in millions)		2023	2022
Net cash provided by Continuing Operating Activities		\$2,990	\$2,471
Less: Capital expenditures		\$874	\$973
Free Cash Flow		<u>\$2,116</u>	<u>\$1,499</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.



Note: This guidance is only effective as of 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



**Advancing the
world of health™**

