

Advancing the world of health™

November 5, 2020



Caution Concerning Forward-Looking Statements

This document contains certain estimates and other forward-looking statements (as defined under Federal securities laws) regarding BD's performance, including future revenues and earnings per share. 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. With respect to forward-looking statements contained herein, a number of factors could cause actual results to vary materially. These factors include, but are not limited to risks relating to the COVID-19 pandemic on our business (including continued decreases in the demand for our products, any disruptions to our operations and our supply chain and uncertainty regarding the level of demand and pricing for our COVID-19 diagnostics testing); product efficacy or safety concerns resulting in product recalls or actions being taken with respect to our products; new or changing laws and regulations impacting our business (including the imposition of tariffs or changes in laws impacting international trade) or changes in enforcement practices with respect to such laws; fluctuations in costs and availability of raw materials and in BD's ability to maintain favorable supplier arrangements and relationships; legislative or regulatory changes to the U.S. or foreign healthcare systems, potential cuts in governmental healthcare spending (including China's volume-based procurement tender process), or governmental or private measures to contain healthcare costs, including changes in pricing and reimbursement policies, each of which could result in reduced demand for our products or downward pricing pressure; changes in interest or foreign currency exchange rates; adverse changes in regional, national or foreign economic conditions, particularly in emerging markets, including any impact on our ability to access credit markets and finance our operations, the demand for our products and services, or our suppliers' ability to provide products needed for our operations; the adverse impact of cyber-attacks on our information systems or products; competitive factors including technological advances and new products introduced by competitors; interruptions in our supply chain or manufacturing processes; pricing and market pressures; difficulties inherent in product development, delays in product introductions and uncertainty of market acceptance of new products; adverse changes in geopolitical conditions; increases in energy costs and their effect on, among other things, the cost of producing BD's products; the remediation of our infusion pump business (including the timely submission of our 510(k) submission related to Alaris); our ability to successfully integrate any businesses we acquire; uncertainties of litigation (as described in BD's filings with the Securities and Exchange Commission); and issuance of new or revised accounting standards, as well as other factors discussed in BD's filings with the Securities and Exchange Commission. We do not intend to update any forward-looking statements to reflect events or circumstances after the date hereof except as required by applicable laws or regulations.

Non-GAAP Financial Measures

- To supplement BD's consolidated financial statements presented on a U.S. GAAP basis, the Company discloses certain non-GAAP financial measures. These non-GAAP financial measures are not in accordance with generally accepted accounting principles in the United States.
- 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 the Company 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.
- These materials include non-GAAP financial measures. Figures herein are on an "as adjusted non-GAAP" basis which exclude, among other things, the impact of purchase accounting adjustments (including the non-cash amortization of acquisition-related intangible assets); integration, restructuring and transaction costs.
- A reconciliation of non-GAAP to the most directly comparable GAAP measures can be found herein, or in our earnings release and the financial schedules attached thereto.
- **Basis of Presentation:** All dollar amounts presented are in millions, unless otherwise indicated, except per share figures. Certain financial information excludes the impact of foreign currency translation. FXN denotes currency neutral basis. All year-over-year change comparisons are compared for the same period ended in 2019. Revenue year-over-year change comparisons are on a FXN basis unless otherwise noted.
- **Note:** The COVID impact represents BD's estimate of the net financial impact of the global COVID-19 pandemic on the Company's results. Revenue growth rates presented herein are not adjusted to reflect the impact of COVID-19.
- A copy of our earnings release, including the financial schedules, is posted on the "Investors" section of the www.bd.com website.

Executive Overview

Tom Polen

CEO and President

BD is an innovative, med-tech leader

A market leader across our businesses...



BD Medical
\$8.7 Billion

Optimizing core healthcare delivery processes in:

- Medication management
- Drug delivery
- Infection prevention



BD Life Sciences
\$4.7 Billion

Improving diagnosis and selection of optimal treatment of:

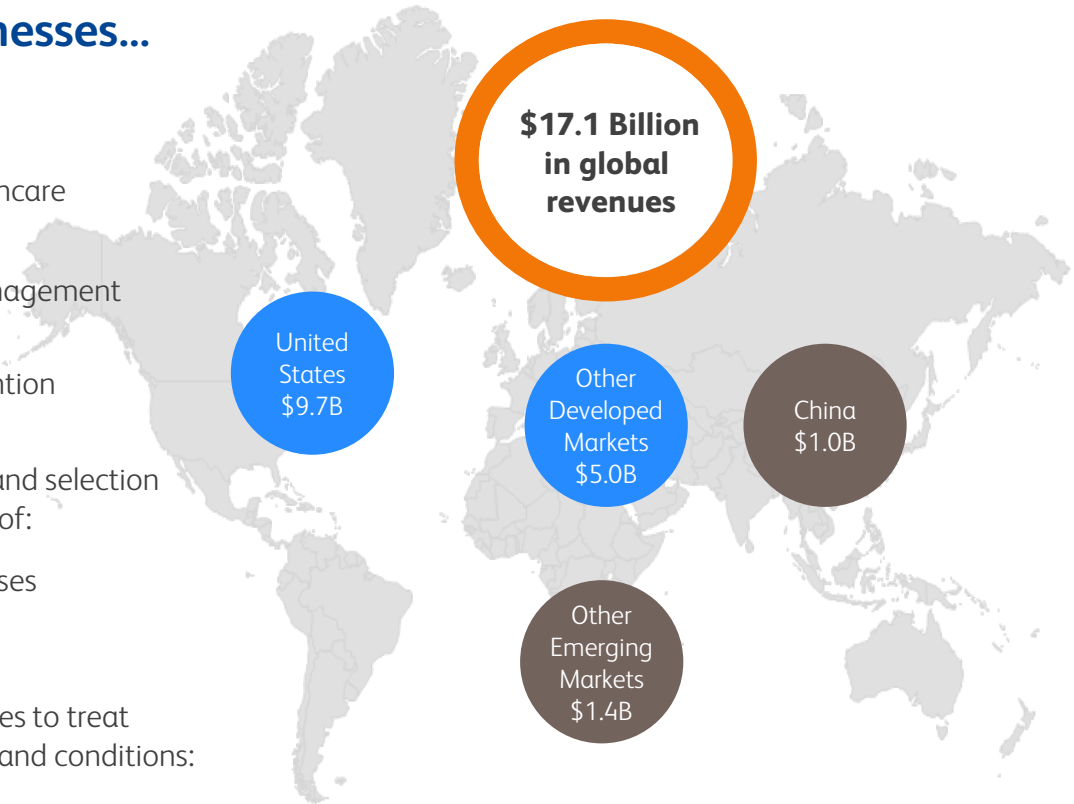
- Infectious diseases
- Oncology



BD Interventional
\$3.8 Billion

Advancing technologies to treat high-burden diseases and conditions:

- Vascular disease
- Renal disease
- Urological disease
- Hernia
- Oncology



...with strong global presence and scale

Revenue growth in Q4 driven by COVID-19 testing and improving trends across all segments

Over \$440 million in COVID-19 testing revenues drove mid-single digit revenue growth

Revenues

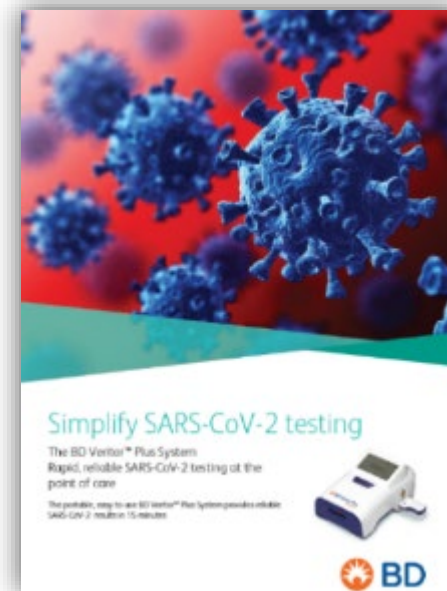
\$ in millions

Segment	F4Q20	Reported Y/Y % Δ	FXN Y/Y % Δ
BD Medical	\$2,318	(4.9%)	(4.9%)
BD Life Sciences	\$1,488	31.2%	31.4%
BD Interventional	\$978	(3.4%)	(3.5%)
Total BD	\$4,784	4.4%	4.4%

Select Non-GAAP P&L Metrics

\$ in millions, except per share data

	F4Q20	Reported Y/Y Δ	FXN Y/Y Δ
Operating Income	\$1,143	(9.1%)	(8.1%)
Operating margin	23.9%	(350bps)	(320bps)
Net Inc to Common*	\$818	(10.2%)	(9.4%)
Adjusted EPS	\$2.79	(15.7%)	(15.1%)



Supporting the Global COVID-19 Response

Delivering innovation to expand testing capabilities essential for rapid COVID-19 detection

BD Max™



Automating molecular testing in hospital and core labs

- Real-time PCR tests aid in the rapid detection of virus genes to confirm infection with SARS-CoV-2 virus.
- The BD MAX™ system combines and automates extraction and thermocycling into a single platform capable of running both FDA-cleared and open system assays.
- Test results available in 2-3 hours.

BD Veritor™



Rapidly confirming infection at the point-of-care

- Rapid diagnostic test detects SARS-CoV-2 antigens from patients who are suspected of COVID-19 infection.
- Helpful for quickly diagnosing patients in authorized non-acute settings.
- Test results available in 15 minutes.
- Since launch, doubled base of U.S. active readers.

Our COVID-19 test manufacturing capacity expansion plans are on track

Partner-developed assays also available:



Supporting the Global COVID-19 Response

BD is leveraging our global scale and manufacturing excellence for vaccination campaign readiness

BD is ramping up production and ensuring supply chain continuity of important needles and syringes, including safety-engineered and auto-disable injection devices, to support global COVID-19 vaccination campaigns.

- Commitments for over 800 million needles and syringes to date* from several governments and non-government organizations around the world.
- We expect a majority of the orders to be delivered in fiscal 2021.



United States of America



Australia



Canada



Germany



Netherlands



Saudi Arabia



Spain



United Kingdom

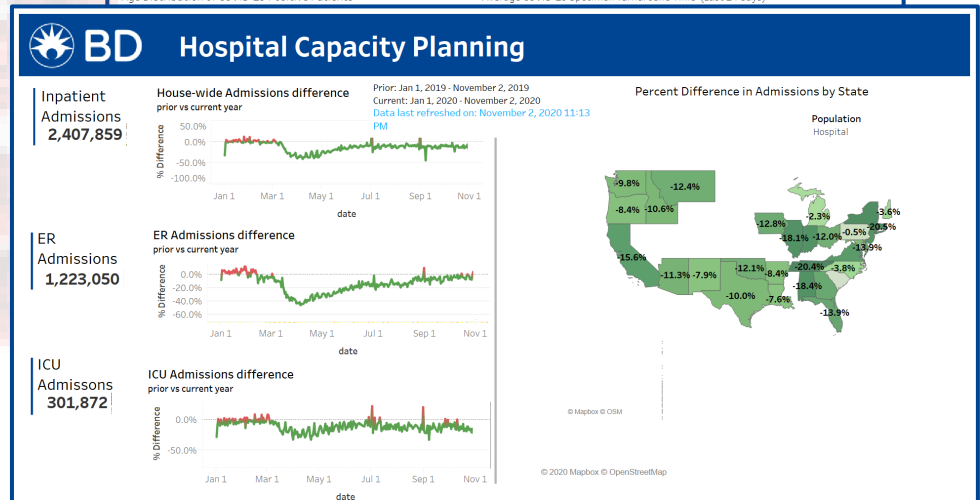
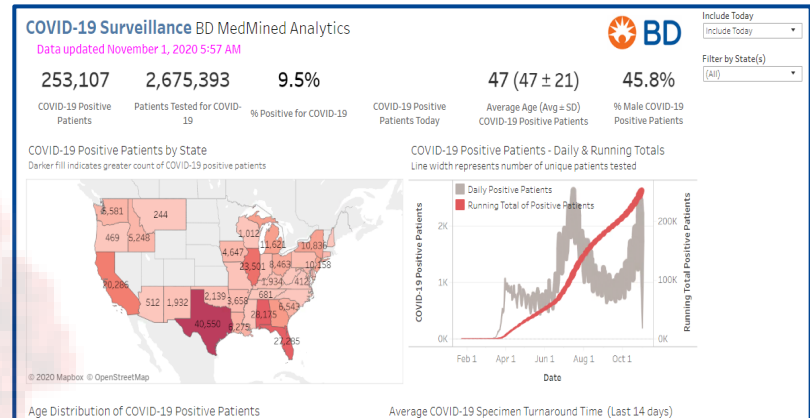
Supporting the Global COVID-19 Response

BD's dynamic dashboards and data analytics provide near-real time insights when it matters most

Tracking COVID-19 is a national priority. The US Centers for Disease Control and Prevention wants to *“conduct robust, timely analyses and studies related to COVID-19 to inform CDC's public health response.”*

BD is partnering with public health agencies, including the CDC, by providing insights and analyses from a diverse subset of ~ 338 U.S. hospitals.

The dynamic healthcare databases are updated in near-real time and help provide visibility to quickly identify national and regional trends including positive specimen rate, average lab test turn around time, and capacity metrics.



Source: [SAM.gov](https://www.sam.gov)

A look into our HealthSight Infection Advisor, with MedMined Insights™ database

BD HealthSight™ Clinical and Infection Advisor with MedMined™ Insights

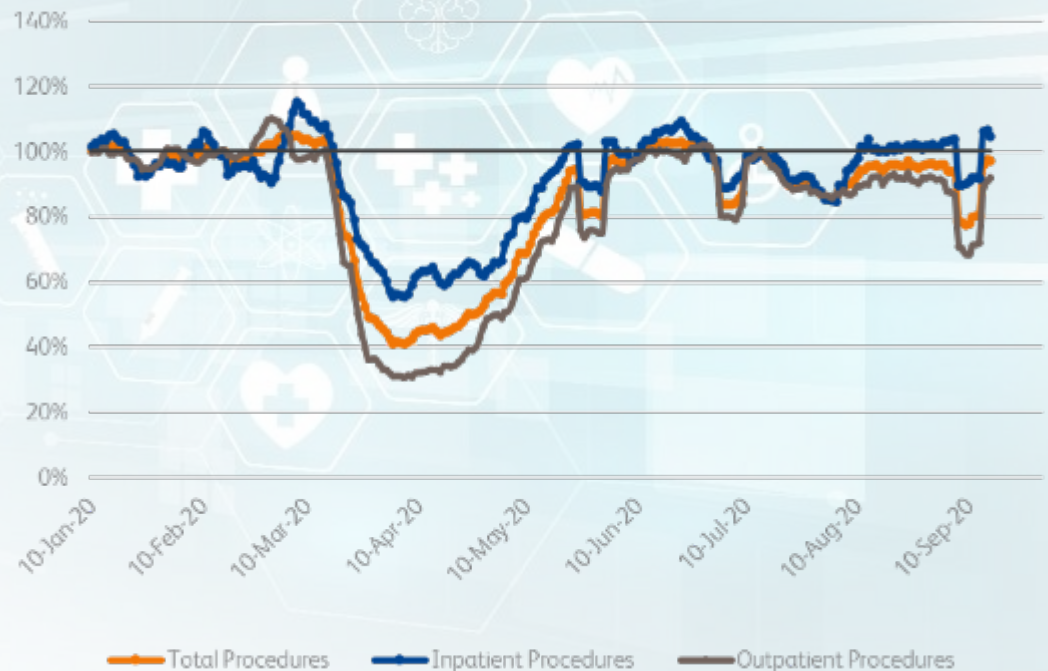
As of 10/31/20:

- **Inpatient** is trending down slightly at (10%) to (15%), coming off a few months of consistent (10%).
- **ICU** is trending down at (15%) vs previous months at (10%) to (15%).
- **ER** is trending up at (5%) vs previous months at (10%) to (15%).



Register COVID-19 Insights & Analytics Newsletter utilizing BD HealthSight™ Infection Advisor Analytics at <https://www.bd.com/en-us/clinical-excellence/covid-19-insights-analytics>

Hospital-based procedures have rebounded from April lows...but since then have rarely trended above the 100% level

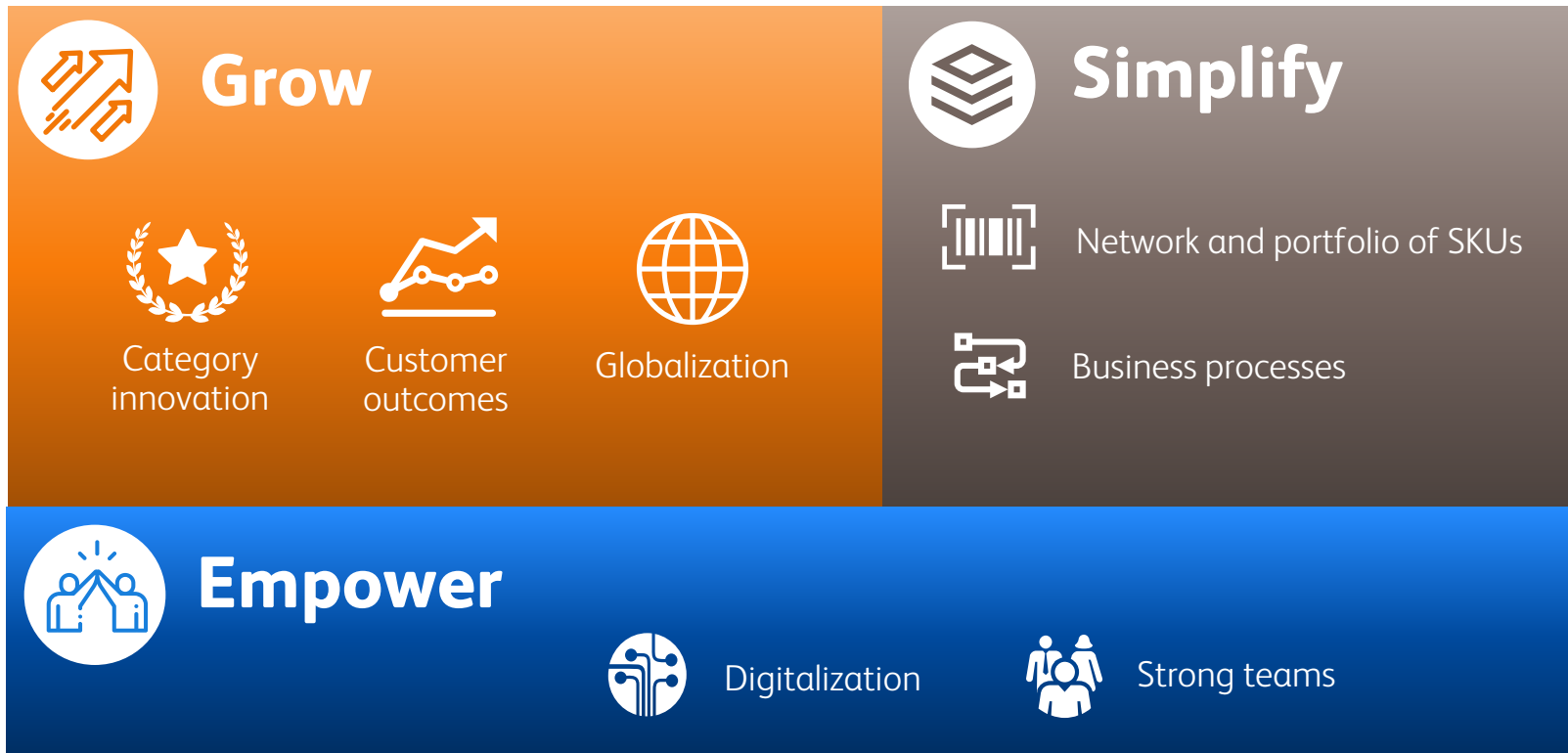


Delivering innovative solutions
to drive growth and impact



BD's Value Creation Framework

Advancing our long-term strategy to emerge from the COVID-19 pandemic period strong and better positioned for value creation



In FY20, BD launched ~30 strategic new products, delivering our innovation pipeline in all three segments

BD Medical



- ✓ BD Provena™ Solo
- ✓ BD Provena™ Midline Catheter with Max Barrier+ Kits
- ✓ BD InSyte™ Autoguard™ BC Pro
- ✓ BD PowerMidline™ Catheter with Max Barrier+ Kits
- ✓ BD Intraosseous Vascular Access Device
- ✓ BD Pyxis™ Logistics 1.2
- ✓ BD Intevia™ 1ml
- ✓ BD Ultrasafe Plus™ 2.25

BD Life Sciences



- ✓ BD Synapsys™ 3.1
- ✓ BD COR™ GX/PX with Onclarity™ (EU only)
- ✓ BD Kiestra™ IdentifA
- ✓ BD Kiestra™ ReadA Compact
- ✓ BD MAX™ COVID-19 Assays
- ✓ BD FACSymphony™ S6 Sorter
- ✓ BD OptiBuild™ Reagents
- ✓ BD Veritor™ COVID-19 POC Antigen Test
- ✓ BD FACSMelody™ 4-way Sorting
- ✓ BD FACSDuet™ Enhancements

BD Interventional



- ✓ Ultraverse™ 014 and 018
- ✓ Lutonix® AV Low Profile
- ✓ Caterpillar™ Embolization Device
- ✓ BD PurPrep™
- ✓ WavelinQ™ 4F+
- ✓ Dry-Doc™ Vacuum Station
- ✓ Elevation™ Breast Biopsy Device
- ✓ SureStep™ Vacutainer®
- ✓ 3D Max™ MID
- ✓ Layered Non-woven Hemostat
- ✓ Arctic Sun® Stat Temperature Management System

In FY21, BD will invest more in R&D and execute our innovation pipeline to drive growth and impact

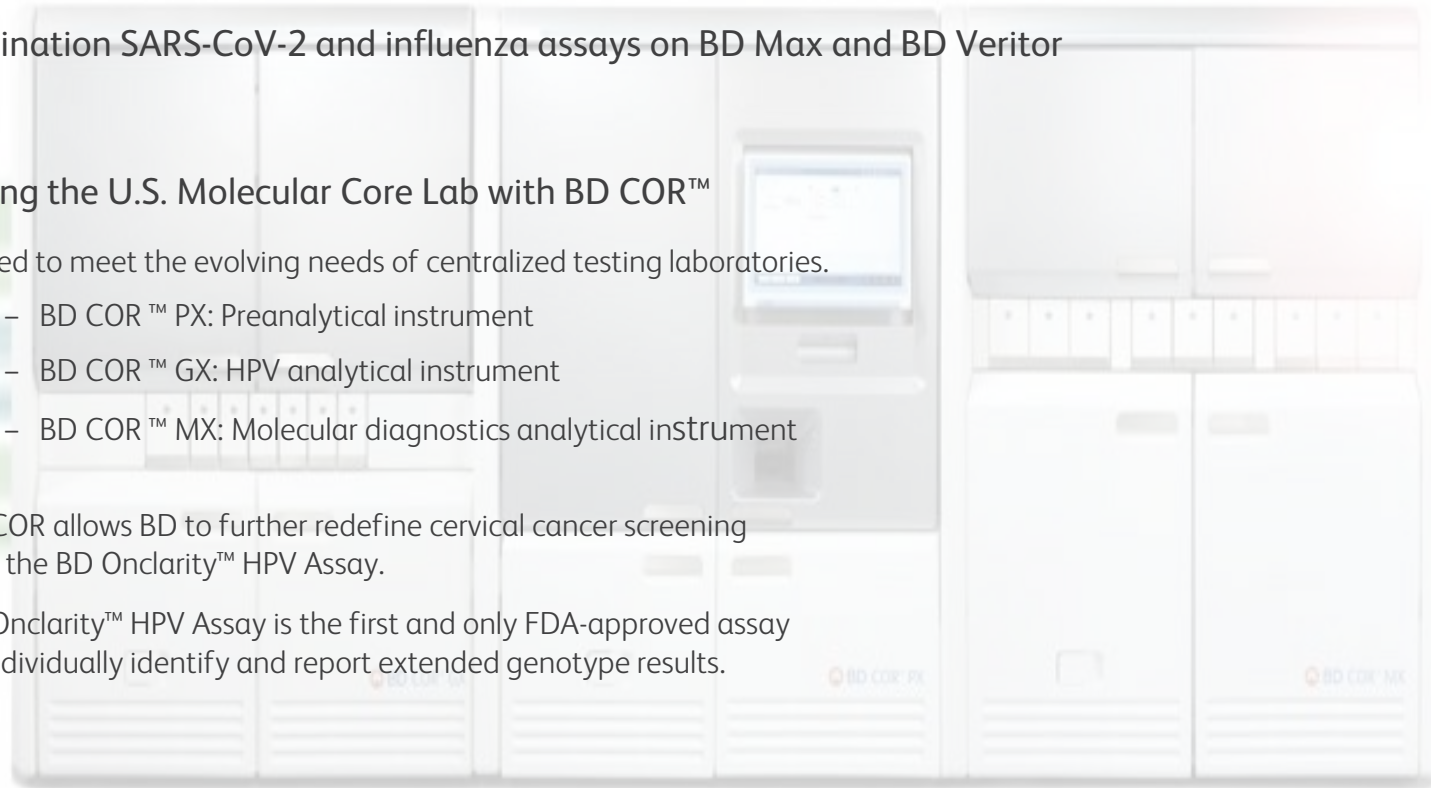
BD Life Science innovation highlights

Combination SARS-CoV-2 and influenza assays on BD Max and BD Veritor

Entering the U.S. Molecular Core Lab with BD COR™

Designed to meet the evolving needs of centralized testing laboratories.

- BD COR™ PX: Preanalytical instrument
 - BD COR™ GX: HPV analytical instrument
 - BD COR™ MX: Molecular diagnostics analytical instrument
- BD COR allows BD to further redefine cervical cancer screening with the BD Onclarity™ HPV Assay.
 - BD Onclarity™ HPV Assay is the first and only FDA-approved assay to individually identify and report extended genotype results.



In FY21, BD will invest more in R&D and execute our innovation pipeline to drive growth and impact

BD Medical innovation highlights

BD UltraSafe Plus™ 2.25 mL passive needle guard

- Launched in Q4 FY 2020.
- Complements our commercially proven, high growth safety portfolio in Pharmaceutical Systems.
- Designed to deliver up to 2ml dose volume while enabling an ergonomic and safe injection experience.
- Secured a number of pharmaceutical partners that plan to commercially launch our new product towards end of FY21.

BD Pyxis ES 1.7

- Planned launch during FY21.
- Adds new capabilities and deeper integration of pharmacy and nursing areas by enhancing automation in the operating room with Pyxis Anesthesia Station.

In FY21, BD will invest more in R&D and execute our innovation pipeline to drive growth and impact

BD Interventional innovation highlights

Balancing innovation across the Interventional segment while unlocking new opportunities in adjacent and underserved categories:

Peripheral Intervention

- FY21 ESKD launches will focus on optimizing flow rates and minimizing complications.
- Oncology platform will continue to expand our biopsy and port offerings.

Surgery

- Increasing our robot-compatible mesh portfolio.
- Expanding market leading Infection Prevention platform.

Urology

- Entering Automatic Urine Output measurement category within Acute Urology.
- Enhancing Homecare portfolio offerings.

BD is leveraging inorganic innovation and tuck-in M&A to advance category solutions and drive growth

BD executed six deals in FY20; our deal funnel is healthy entering FY21

Selection transactions include...

BD Life Sciences



NAT Diagnostics, Inc.

- Acquired February 2020.
- Innovative development platform.
- Extend BD's offerings in molecular point-of-care testing.



BD Interventional



Adaptec

- Acquired October 2019.
- Developed Sensica UO, an automated urine output measurement solution.
- Hourly urine output measurement is the standard of care for patients at risk for fluid imbalance, which affects the majority of ICU patients.



Straub Medical

- Acquired April 2020.
- Dual indications for arterial atherectomy and thrombectomy in the United States.
- Leverages BD's existing channel/expertise in endovascular technology.



Financial Overview

Chris Reidy

EVP, CFO and CAO

F4Q20 Revenue Overview

	F4Q20 \$ in millions	Reported Y/Y % Δ	FXN Y/Y % Δ	Est Net COVID Impact
Segments				
BD Medical	\$2,318	(4.9%)	(4.9%)	(370bps)
BD Life Sciences	\$1,488	31.2%	31.4%	+2,620bps
BD Interventional	\$978	(3.4%)	(3.5%)	(1,120bps)
Geographies				
United States	\$2,752	7.4%	7.4%	+890bps
International	\$2,032	0.5%	0.5%	(670bps)
Developed	\$4,159	8.1%	7.4%	+540bps
Emerging	\$625	(15.3%)	(11.3%)	(1,540bps)
China	\$270	(10.3%)	(9.8%)	(1,080bps)
Total BD	\$4,784	4.4%	4.4%	+210bps

Management's commentary

Regarding the year-over-year change in revenues...

On a total BD level, we estimate:

- COVID-19 testing contributed +970bps
- COVID-19 utilization headwinds were (760bps)





Resulting in a net COVID-19 positive impact of +210bps to year-over-year comparison.

We estimate the Alaris ship-hold negative impact was (240bps) on a year-over-year basis.






BD Medical Revenues

Continued COVID-19 and Alaris remediation headwinds; another strong PS quarter

	Business Unit	F4Q20 Revenues (\$ millions)	FXN Y/Y % Change	BD Management Commentary
	Medication Delivery Solutions (MDS)	\$921M	(5.6%)	Continue to see pressure year-over-year due to COVID. Sequential improvement in utilization in acute and non-acute settings but still below pre-COVID levels.
	Medication Management Solutions (MMS)	\$634M	(14.5%)	In infusion, negative impact of Alaris System remediation and tough comps; strength in OUS infusion pumps. In U.S. dispensing, we saw solid growth and closed the year with strong new committed contracts; modest delays of ROWA capital installations OUS/Europe due to COVID.
	Diabetes Care	\$277M	(4.3%)	Ongoing market price pressures.
	Pharmaceutical Systems	\$485M	+12.6%	Strong growth in pre-filled and safety syringes.
Total BD Medical		\$2,318M	(4.9%)	Estimated COVID-related net impact: (3.7%)




BD Life Sciences Revenues

COVID-19 testing drives significant growth

	Business Unit	F4Q20 Revenues (\$ millions)	FXN Y/Y % Change	BD Management Commentary
	Preanalytical Systems (PAS)	\$378M	(3.0%)	Continue to see some pressure y/y due to COVID. Growth in wingsets and selected parts of tubes. Sequential improvement driven by recovery in procedures and overall healthcare utilization.
	Diagnostic Systems	\$807M	+97.3%	Performance driven by the strong demand for COVID-19 testing on the BD Veritor™ Plus System and BD MAX™ of about \$440 million. That said, routine testing is still being impacted by COVID.
	Biosciences	\$303M	(9.0%)	The unit continues to be negatively impacted by COVID. On a sequential basis, reagent sales improving faster than instrument sales as research and clinical lab activity recovers, while spending on capital equipment lags; growth from BD FACSymphony™ S6 Sorters as well as Single Cell Multiomics
	Total Life Sciences	\$1,488M	+31.4%	Estimated COVID-related net impact: +26.2%

BD Interventional Revenues

Sequential improvement observed in elective procedures

	Business Unit	F4Q20 Revenues (\$ millions)	FXN Y/Y % Change	BD Management Commentary
	Surgery	\$286M	(9.1%)	Sales continue to be negatively impacted by COVID-19. OUS sales also impacted by inventory adjustments associated with our cash management efforts.
	Peripheral Intervention (PI)	\$399M	(2.3%)	Sales continue to be negatively impacted by COVID-19. Solid LUTONIX™ performance enabled by US market recovery and Japan commercialization.
	Urology and Critical Care (UCC)	\$293M	+0.9%	Solid performance in Home Care and Acute Urology partially offset by the OUS impact of COVID-19.
	Total Interventional	\$978M	(3.5%)	Estimated COVID-related net impact: (11.2%)

F4Q20 non-GAAP Income Statement

	F4Q19	F4Q20	Reported Y/Y Δ	FXN Y/Y Δ
Revenues	\$4,584	\$4,784	4.4%	4.4%
Gross Profit	\$2,616	\$2,621	0.2%	0.8%
Gross margin	57.1%	54.8%	(230bps)	(200bps)
SSG&A	\$1,101	\$1,199	8.9%	9.1%
% of revenues	24.0%	25.1%	+110bps	+110bps
R&D	\$257	\$279	8.6%	8.4%
% of revenues	5.6%	5.8%	+20bps	+20bps
Operating Income	\$1,257	\$1,143	(9.1%)	(8.1%)
Operating margin	27.4%	23.9%	(350bps)	(320bps)
Interest/Other, net	\$114	\$110	(3.8%)	
Tax Rate	17.0%	18.7%	+170bps	
Net Income	\$949	\$841	(11.4%)	(10.6%)
Preferred Dividend*	\$38	\$23	(40.0%)	
Net Income to Common*	\$911	\$818	(10.2%)	
Share Count*	286.6	293.3	Not comparable*	
Adjusted EPS*	\$3.31	\$2.79	(15.7%)	(15.1%)

Management's commentary

- Gross margins were primarily impacted by COVID-19 headwinds and manufacturing variances.
- SSG&A included a \$25 million contribution to the BD Foundation. SSG&A also was higher due to higher shipping costs.
- R&D increases reflect spending on COVID-testing and other growth initiatives.
- The headwind from the last remaining quarter from the Gore royalty expiration on EPS growth rate was (240bps).
- The May common and preferred issuance also was a headwind to EPS growth.

*In F4Q19, the preferred shares are dilutive. Therefore, the preferred dividends are excluded while the diluted share count includes the conversion of the preferred shares in the calculation to compute adjusted EPS.









FY21 assumptions and non-GAAP guidance

- The greatest uncertainty we see is the recent COVID-19 resurgences around the world and the potential impact this may have on general healthcare utilization, procedure volumes and diagnostic testing, including COVID-testing.
- Health care systems seem better equipped today to handle COVID and non-COVID patients, and we assume healthcare systems can continue to operate through any resurgences without any major system-wide shutdowns of elective procedures. Thus, we would not assume the same significant declines in healthcare utilization as was the case earlier this year, such as during the March-May 2020 period.
- Therefore, assuming no significant changes in utilization and procedure volumes associated with COVID-19 resurgences, we are comfortable forecasting for fiscal 2021:
 - low-to-mid single digit FX-neutral revenue growth excluding COVID-testing revenues. In fiscal 2020, COVID testing revenues was approximately \$580 million.
 - high-single to low-double-digit FX-neutral revenue growth inclusive of COVID-testing, with Veritor revenues in the range of \$1.0-\$1.5 billion.
 - A FX contribution of approximately 100bps to revenue growth using current exchange rates.
 - adjusted non-GAAP EPS in the range of \$12.40-\$12.60.

BD's long-standing commitment to create positive societal impact through ESG leadership



Delivering long-term value for all stakeholders

Grow	 INNOVATION	Develop and maintain a strong portfolio of leading products and solutions that address significant unmet clinical needs, improve outcomes, and reduce costs.
		BD launched BD PurPrep™ with sterile solution, a fully sterile povidone-iodine plus isopropyl alcohol single-use antiseptic skin preparation. BD PurPrep™ skin preparation joins BD Chloraprep™ skin preparation as the only fully sterile skin preparations available in the U.S. that use a single-use applicator specifically designed to prevent cross-contamination and promote aseptic non-touch technique.
Simplify	 ACCESS	Leverage our global scale to expand our reach in providing access to affordable medical technologies around the world.
		BD was named to <i>Fortune's</i> Change the World list for the fourth time in six years, in recognition of our rapid response in addressing critical healthcare needs during the novel coronavirus pandemic.
Empower	 EFFICIENCY	Work across our supply chain to minimize environmental impacts and create more resilient operations, including an enterprise-wide renewable energy strategy.
		BD published its first Climate Change Management Report using the Task Force on Climate-related Financial Disclosures (TCFD) framework. This FY19 report details BD's approach to managing risks and opportunities related to climate change. Please visit www.bd.com/sustainability
Empower	 EMPOWERMENT	Foster a purpose-driven culture with a focus on positive impact to all stakeholders – customers, patients, employees and communities, increase diversity, achieve best-in-class associate safety.
		BD celebrated 25 years of partnership with Mercy Ships to provide life-changing surgeries to those in need by announcing an additional \$1 million in funding for a new ship, the Global Mercy. This philanthropic investment brings BD's cash and medical product donations to Mercy Ships programs to \$2.5 million over the past 25 years.

BD Helping Build Healthy Communities™

At BD, we're passionate about advancing the world of health — and that passion extends through our approach to social investing. Our company values guide us to "do what's right," "take personal responsibility," and to "respect, collaborate with, challenge and care about each other." And those commitments apply not just to the way we do business — but also to the ways we give back to the local and global community.

The BD Helping Build Healthy Communities™ initiative issues grants to community health centers that are implementing innovative, successful approaches to providing quality healthcare to underserved populations in the United States.

In August 2020, BD and the BD Foundation committed \$7.8 million, bringing its total since 2013 to \$15.7 million, in monetary grants and product donations.



Non-GAAP Reconciliations

F4Q20 Non-GAAP P&L Reconciliation

Amounts in millions, except per share data	Revenues	Gross Profit	SSG&A	R&D	Acquisitions & Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Three Months Ended Sep 30, 2020												
Reported \$ for Three Months Ended Sep 30, 2020	\$4,784	\$2,206	\$1,200	\$299	\$75	\$378	\$254	(\$122)	\$10	\$16	\$128	\$0.36
Reported % of Revenues		46.1%	25.1%	6.2%			5.3%				2.7%	
Reported effective tax rate										11.0%		
Specified items:												
Purchase accounting adjustments pre-tax ⁽¹⁾	-	344	-	-	-	-	345	(1)	-	-	343	1.17
Integration costs pre-tax ⁽²⁾	-	-	-	-	(49)	-	49	-	-	-	49	0.17
Restructuring costs pre-tax ⁽²⁾	-	-	-	-	(26)	-	26	-	-	-	26	0.09
Transaction gain/loss and product-related matters pre-tax ⁽³⁾	-	4	-	-	-	(378)	382	-	2	-	383	1.31
European regulatory initiatives-related costs pre-tax ⁽⁴⁾	-	9	-	(20)	-	-	29	-	-	-	29	0.10
Investment gains/losses and asset impairments pre-tax ⁽⁵⁾	-	59	-	-	-	-	59	-	-	-	59	0.20
Impacts of debt extinguishment pre-tax	-	-	-	-	-	-	-	-	1	-	1	0.00
Income tax benefit of special items	-	-	-	-	-	-	-	-	-	177	(177)	(0.60)
Adjusted \$ for Three Months Ended Sep 30, 2020	A	\$4,784	\$2,621	\$1,199	\$279	\$0	\$0	\$1,143	(\$123)	\$13	\$193	\$841
Adjusted % of Adjusted Revenues			54.8%	25.1%	5.8%			23.9%			17.6%	
Adjusted FXN % of Adjusted Revenues (A adjusted for E)			55.1%	25.0%	5.8%			24.2%				
Adjusted effective tax rate										18.7%		
Three Months Ended Sep 30, 2019												
Reported \$ for Three Months Ended Sep 30, 2019	\$4,584	\$2,266	\$1,094	\$270	\$199	\$592	\$111	(\$137)	\$24	(\$164)	\$163	\$0.45
Reported % of Revenues		49.4%	23.9%	5.9%			2.4%				3.5%	
Reported effective tax rate										9298.4%		
Specified items:												
Purchase accounting adjustments pre-tax ⁽¹⁾	-	343	-	-	-	-	343	(1)	22	-	364	1.32
Integration costs pre-tax ⁽²⁾	-	-	-	-	(118)	-	118	-	-	-	118	0.43
Restructuring costs pre-tax ⁽²⁾	-	-	-	-	(81)	-	81	-	-	-	81	0.30
Transaction gain/loss and product-related matters pre-tax ⁽³⁾	-	-	11	-	-	(592)	582	-	3	-	585	2.13
European regulatory initiative-related costs pre-tax ⁽⁴⁾	-	6	(3)	(13)	-	-	22	-	-	-	22	0.08
Investment gains/losses and asset impairments pre-tax ⁽⁵⁾	-	-	-	-	-	-	-	-	(13)	-	(13)	(0.05)
Impacts of debt extinguishment pre-tax	-	-	-	-	-	-	-	-	1	-	1	0.01
Hurricane-related (insurance proceeds) recovery costs pre-tax	-	-	-	-	-	-	-	-	(14)	-	(14)	(0.05)
Income tax benefit of special items	-	-	-	-	-	-	-	-	-	359	(359)	(1.31)
Adjusted \$ for Three Months Ended Sep 30, 2019	B	\$4,584	\$2,616	\$1,101	\$257	(\$0)	\$0	\$1,257	(\$138)	\$24	\$195	\$949
Adjusted % of Revenues			57.1%	24.0%	5.6%			27.4%			20.7%	
Adjusted effective tax rate										17.0%		

F4Q20 Non-GAAP P&L Reconciliation (continued)

Amounts in millions, except per share data		Revenues	Gross Profit	SSG&A	R&D	Acquisitions & Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Three Months Ended Sep 30, 2020 versus Sep 30, 2019													
Adjusted \$ change	C=A-B	\$200	\$6	(\$98)	(\$22)	\$0	\$0	(\$114)	\$15	(\$11)	\$2	(\$108)	(\$0.52)
Adjusted % change	D=C/B	4.4%	0.2%	(8.9%)	(8.6%)	-	-	(9.1%)	10.8%	(44.5%)	0.9%	(11.4%)	(15.7%)
Foreign currency translation impact	E	(\$1)	(\$14)	\$2	(\$0)	\$0	\$0	(\$12)	(\$1)	\$5	\$1	(\$7)	(\$0.02)
Adjusted foreign currency neutral \$ change	F=C-E	\$200	\$20	(\$100)	(\$22)	\$0	\$0	(\$102)	\$16	(\$16)	\$1	(\$101)	(\$0.50)
Adjusted foreign currency neutral % change	G=F/B	4.4%	0.8%	(9.1%)	(8.4%)	-	-	(8.1%)	11.5%	(66.8%)	0.3%	(10.6%)	(15.1%)

(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 integration and restructuring costs associated with acquisitions.

(3) Primarily includes amounts recorded to Other operating expense, net to record product liability reserves, including related legal defense costs, of \$378 million and \$582 million in 2020 and 2019, respectively.

(4) Represents costs required to develop processes and systems to comply with emerging regulations such as the European Union Medical Device Regulation ("EUMDR") and General Data Protection Regulation ("GDPR").

(5) Includes charges recorded in Cost of products sold and Research and development expense to write down the carrying values of certain assets.

The amount in 2019 represents an unrealized gain recorded within Other income, net relating to an investment.

FY20 Non-GAAP P&L Reconciliation

Amounts in millions, except per share data		Revenues	Gross Profit	SSG&A	R&D	Acquisitions & Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Twelve Months Ended Sep 30, 2020													
Reported \$ for Twelve Months Ended Sep 30, 2020		\$17,117	\$7,577	\$4,325	\$1,096	\$309	\$363	\$1,484	(\$521)	\$23	\$111	\$874	\$2.71
Reported % of Revenues			44.3%	25.3%	6.4%			8.7%					5.1%
Reported effective tax rate											11.3%		
Specified items:													
Purchase accounting adjustments pre-tax ⁽¹⁾		-	1,378	2	-	-	15	1,361	(5)	-	-	1,356	4.80
Integration costs pre-tax ⁽²⁾		-	-	-	-	(214)	-	214	-	-	-	214	0.76
Restructuring costs pre-tax ⁽²⁾		-	-	-	-	(95)	-	95	-	-	-	95	0.33
Transaction gain/loss and product liability-related matters ⁽³⁾		-	244	-	-	-	(378)	622	-	9	-	631	2.24
European regulatory initiatives-related costs pre-tax ⁽⁴⁾		-	31	(1)	(75)	-	-	106	-	-	-	106	0.38
Investment gains/losses and asset impairments pre-tax ⁽⁵⁾		-	98	-	-	-	-	98	-	1	-	100	0.35
Impacts of debt extinguishment pre-tax		-	-	-	-	-	-	-	-	8	-	8	0.03
Transaction costs pre-tax ⁽²⁾		-	-	-	-	(1)	-	1	-	-	-	1	-
Income tax benefit of special items		-	-	-	-	-	-	-	-	-	395	(395)	(1.40)
Adjusted \$ for Twelve Months Ended Sep 30, 2020	A	\$17,117	\$9,328	\$4,327	\$1,021	\$0	\$0	\$3,980	(\$527)	\$41	\$507	\$2,988	\$10.20
Adjusted % of Adjusted Revenues			54.5%	25.3%	6.0%			23.3%					17.5%
Adjusted FXN % of Adjusted Revenues (A adjusted for E)			55.1%	25.0%	5.9%			23.6%					
Adjusted effective tax rate											14.5%		
Twelve Months Ended Sep 30, 2019													
Reported \$ for Twelve Months Ended Sep 30, 2019		\$17,290	\$8,288	\$4,332	\$1,062	\$480	\$654	\$1,760	(\$627)	\$43	(\$57)	\$1,233	\$3.94
Reported % of Revenues			47.9%	25.1%	6.1%			10.2%					7.1%
Reported effective tax rate											-4.8%		
Specified items:													
Purchase accounting adjustments pre-tax ⁽¹⁾		-	1,374	(8)	-	-	-	1,382	(5)	122	-	1,499	5.46
Integration costs pre-tax ⁽²⁾		-	25	-	-	(298)	-	323	-	-	-	323	1.18
Restructuring costs pre-tax ⁽²⁾		-	-	-	-	(180)	-	180	-	-	-	180	0.66
Transaction gain/loss & product liability-related matters pre-tax ⁽³⁾		-	-	11	-	-	(654)	643	-	3	-	646	2.35
European regulatory initiatives-related costs pre-tax ⁽⁴⁾		-	15	(4)	(33)	-	-	51	-	-	-	51	0.19
Investment gains/losses and asset impairments pre-tax ⁽⁵⁾		-	-	-	(30)	-	-	30	-	(13)	-	17	0.06
Impacts of debt extinguishment pre-tax		-	-	-	-	-	-	-	(5)	59	-	54	0.20
Hurricane-related (insurance proceeds) recovery costs pre-tax		-	-	-	-	-	-	-	-	(24)	-	(24)	(0.09)
Transaction costs pre-tax ⁽²⁾		-	-	-	-	(1)	-	1	-	-	-	1	-
Income tax benefit of special items		-	-	-	-	-	-	-	-	-	622	(622)	(2.26)
Adjusted \$ for Twelve Months Ended Sep 30, 2019	B	\$17,290	\$9,701	\$4,331	\$999	(\$0)	\$0	\$4,372	(\$637)	\$190	\$565	\$3,360	\$11.68
Adjusted % of Revenues			56.1%	25.1%	5.8%			25.3%					19.4%
Adjusted effective tax rate											14.4%		

FY20 Non-GAAP P&L Reconciliation (continued)

Amounts in millions, except per share data		Revenues	Gross Profit	SSG&A	R&D	Acquisitions & Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Twelve Months Ended Sep 30, 2020 versus Sep 30, 2019													
Adjusted \$ change	C=A-B	(\$173)	(\$374)	\$5	(\$22)	\$0	\$0	(\$391)	\$110	(\$149)	\$58	(\$372)	(\$1.48)
Adjusted % change	D=C/B	(1.0%)	(3.9%)	0.1%	(2.2%)	-	-	(9.0%)	17.3%	(78.3%)	10.3%	(11.1%)	(12.7%)
Foreign currency translation impact	E	(\$168)	(\$103)	\$45	\$3	\$0	\$0	(\$56)	(\$1)	\$0	\$8	(\$48)	(\$0.17)
Adjusted foreign currency neutral \$ change	F=C-E	(\$5)	(\$270)	(\$41)	(\$25)	\$0	\$0	(\$336)	\$111	(\$149)	\$50	(\$324)	(\$1.31)
Adjusted foreign currency neutral % change	G=F/B	(0.0%)	(2.8%)	(0.9%)	(2.5%)	-	-	(7.7%)	17.4%	(78.4%)	8.9%	(9.6%)	(11.2%)

(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 integration and restructuring costs associated with acquisitions.

(3) Includes amounts recorded to Other operating expense, net to record product liability reserves, including related legal defense costs, of \$378 million and \$914 million in 2020 and 2019, respectively. The amount in 2020 also includes a \$244 million charge recorded to Cost of products sold related to the estimate of probable future product remediation costs. The amount in 2019 also includes the estimated cumulative costs of a product recall of \$75 million recorded to Other operating expense, net, as well as the pre-tax gain of \$336 million related to BD's sale of its Advanced Bioprocessing business which was recorded to Other operating expense, net.

(4) Represents costs required to develop processes and systems to comply with emerging regulations such as the EUMDR and GDPR.

(5) Includes charges recorded in Cost of products sold and Research and development expense to write down the carrying values of certain assets. The amount in 2019 also includes an unrealized gain recorded within Other income, net relating to an investment.

Fiscal 2021 Guidance Outlook Reconciliation

	FY2020	FY2021 Outlook	
	Revenues (\$mil)	% Change	FX Impact
Becton Dickinson	\$ 17,117	High-single to low-double-digit growth	~+1.0%

	Full Year FY2020	FY2021 Outlook	
		Full Year FY2021 Outlook	% Change
Reported Diluted Earnings per Share	\$ 2.71		
Purchase accounting adjustments (\$1.356 billion pre-tax) ⁽¹⁾	4.80		
Restructuring costs (\$95 million pre-tax) ⁽²⁾	0.33		
Integration costs (\$214 million pre-tax) ⁽²⁾	0.76		
Transaction gain/loss and product-related matters (\$631 million pre-tax) ⁽³⁾	2.24		
European regulatory initiative-related costs (\$106 million pre-tax) ⁽⁴⁾	0.38		
Investment gains/losses and asset impairments (\$100 million pre-tax) ⁽⁵⁾	0.35		
Impacts of debt extinguishment (\$8 million pre-tax)	0.03		
Income tax benefit of special items (\$395 million)	(1.40)		
Adjusted Diluted Earnings per Share	\$ 10.20	\$12.40 to \$12.60	+21.5% to +23.5%
Estimated FX Impact			~+0.5%

(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 restructuring and integration costs associated with acquisitions.

(3) Includes amounts recorded to Other operating (income) expense, net to record product liability reserves, including related legal defense costs, of \$378 million. Also includes a \$244 million charge recorded to Cost of products sold related to the estimate of probable future product remediation costs.

(4) Represents costs required to develop processes and systems to comply with emerging regulations such as the EUMDR and GDPR.

(5) Includes charges recorded in Cost of products sold and Research and development expense to write down the carrying values of certain assets.

Adjusted diluted earnings per share for fiscal 2021 excludes potential charges or gains that may be recorded during the fiscal year, such as, among other things, the non-cash amortization of intangible assets, acquisition-related charges, and certain tax matters. BD does not attempt to provide reconciliations of forward-looking non-GAAP earnings guidance to the comparable GAAP measure because the impact and timing of these potential charges or gains is inherently uncertain and difficult to predict and is unavailable without unreasonable efforts. In addition, the company believes such reconciliations would imply a degree of precision and certainty that could be confusing to investors. Such items could have a substantial impact on GAAP measures of BD's financial performance.

F4Q20 Revenue Growth Reconciliation

	A	B	C=(A-B)/B	D	E=(A-B-D)/B
	BD	BD			
\$ in millions	Reported	Reported	% Rptd	FX Impact	FXN %
	2020	2019	Change		Change
Three Months Ended Sep 30,					
Developed Markets	\$4,159	\$3,847	8.1%	\$29	7.4%
Emerging Markets	\$625	\$737	(15.3%)	(\$29)	(11.3%)
China	\$270	\$301	(10.3%)	(\$2)	(9.8%)
Twelve Months Ended Sep 30,					
Developed Markets	\$14,698	\$14,579	0.8%	(\$68)	1.3%
Emerging Markets	\$2,419	\$2,710	(10.7%)	(\$100)	(7.1%)
China	\$1,011	\$1,172	(13.7%)	(\$20)	(12.1%)

Advancing the
World of Health™

