

Q4 FY22 Earnings Presentation

November 10, 2022



Advancing the
world of health™

Caution Concerning Forward-Looking Statements

This presentation contains 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 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 10, 2022, 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 10, 2022 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 business margins, base revenue, organic revenue, adjusted earnings per share, adjusted gross margin, adjusted operating margin and net leverage. 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 10, 2022 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 earnings per share results exclude, among other things, the impact of purchase accounting adjustments, integration and restructuring costs, spin-off related charges, certain transaction gains and losses, certain legal defense and product remediation costs, certain regulatory costs, certain investment gains and losses, certain asset impairment costs 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 10, 2022 earnings press release.

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. (“Embecta”). The historical results of the Diabetes Care business that were attributed to Embecta in the spin-off are now accounted for as discontinued operations. Financial information presented in this release reflects BD’s results on a continuing operations basis, which excludes Embecta. Prior periods have been recast to conform to this presentation.

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

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

Base revenue denotes total revenues less estimated revenues for COVID-19 only diagnostic testing. ⁽¹⁾

COVID only diagnostic testing includes COVID only assays on our BD Veritor™ and BD Max™ platforms (with related collection, transport, and swabs included in the prior year).

Base business margins adjusts for the net impact of estimated COVID only diagnostic testing profitability and the related profit reinvestments back into our business. ⁽¹⁾

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.

Base Organic FXN excludes the contribution from inorganic revenues from acquisitions, which is defined as the amount of revenues recognized during the first 12 months post acquisition on a currency neutral basis. ⁽¹⁾



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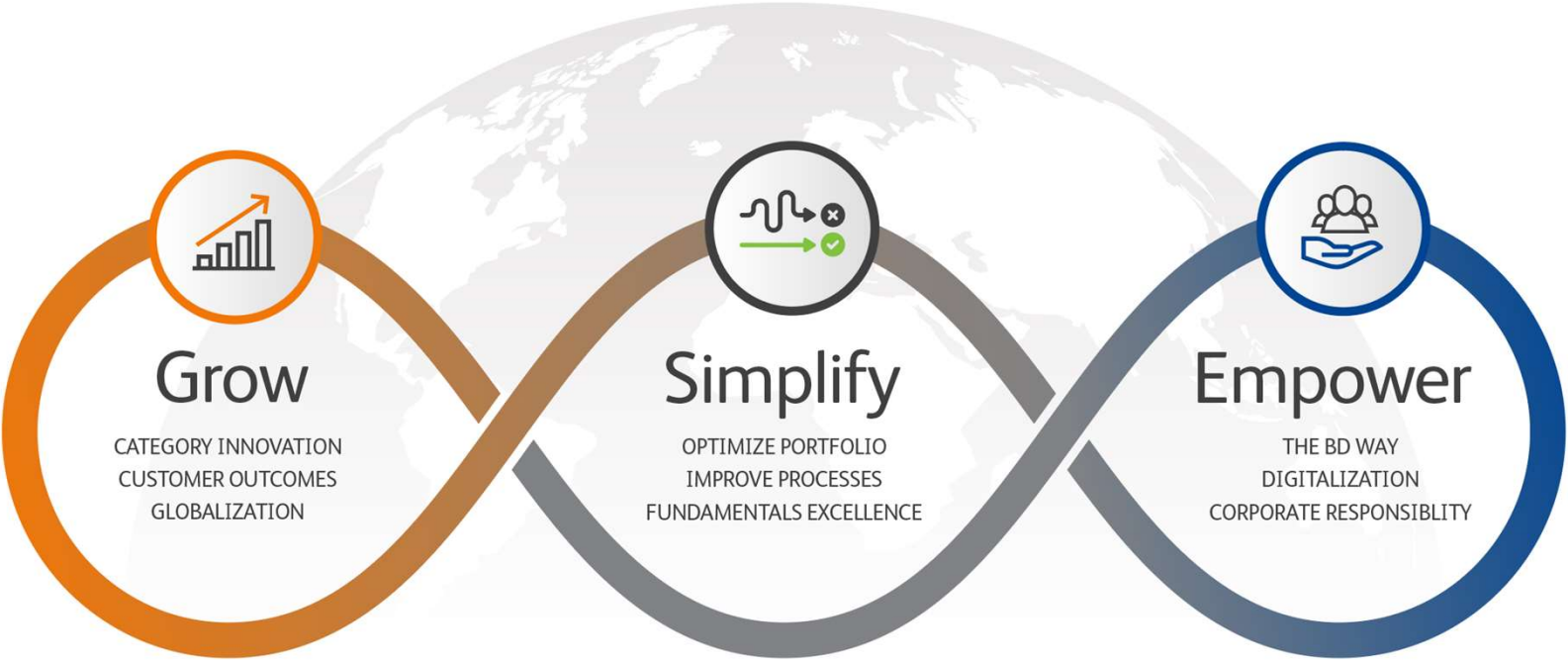
Appendix

Executive Summary and Strategic Highlights

“Fiscal 2022 was another outstanding year with impactful results that confirm the effectiveness of our BD 2025 strategy. Looking forward, our strong performance and momentum increases our confidence to continue to create substantial, sustained value for all stakeholders.”

Tom Polen
BD Chairman, CEO and President

Strong performance is creating momentum behind our BD2025 strategy
Accelerating durable, profitable growth in attractive end markets



FY22 results reflect BD2025 strategy ‘in action’

- ✓ Execution of BD2025 strategy is **transforming healthcare** while demonstrating **strong momentum and performance**
- ✓ **Exceeded revenue and earnings commitments** and **delivered margin goals**
- ✓ **Strong organic growth** across all three segments
- ✓ **Consistent growth of our durable core** and **accelerated investments into higher-growth transformative solutions**
- ✓ Foresight, agility and focused execution **enabling enhanced and differentiated profile** in a challenging environment



Executing our long-term commitments

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

FY22 progress

- ✓ Delivered **9.4% FXN** base revenue growth
- ✓ **Consistent growth** of durable core and accelerated portfolio shift into attractive transformative solution markets
- ✓ Transforming innovation pipeline investing **~60%** of R&D and **100%** of tuck-in M&A towards higher growth spaces
- ✓ **Continued strong** R&D milestone and launch attainment
- ✓ Active portfolio mgmt – completed embecta spin and exit of lower-margin products and markets
- ✓ Project **RECODE on-track**
- ✓ Drove significant opex leverage
- ✓ Moody's and Fitch **debt upgrades**
- ✓ Returned **\$1.6B** to shareholders through dividends and buybacks
- ✓ Increased dividend for **51st consecutive year**
- ✓ Successfully navigated challenging macro environment
- ✓ Performance reflects results of **early planning and execution**
- ✓ Capabilities now embedded in our operating principles

FY22: Delivering consistent industry-leading performance and enhanced value creation

Base Revenue ⁽¹⁾

+9.4% FXN

+8.5% Organic FXN

Base Operating Margin ⁽²⁾

↑ 280 bps

Adjusted EPS

\$11.35

Operating Cash Flow

\$2.5B

- ✓ **Strong execution** and revenue growth through our **innovation pipeline and shift to transformative solutions** in attractive higher-growth end markets
- ✓ Leveraging legacy of **manufacturing excellence and supply chain expertise** in unprecedented macro environment
- ✓ **Unmatched scale and global reach** to deliver products critical to patient care
- ✓ Accelerated progress in **simplification and margin improvement initiatives** such as strategic product exits aligned with Project RECODE
- ✓ **Balance sheet flexibility and cash flows** enable tuck-in M&A lever to enhance growth and margin profile

Our innovation-driven growth strategy is on track

Delivered 25 key new product launches in FY22 strengthening our position across all segments



BD Medical



BD Life Sciences



BD Interventional



BD Effivax™ Glass Prefillable Syringe

- Launched Q4 2022
- Designed to reduce the risk of line stoppage and improve the total cost of ownership, enhancing filling and packaging performance

BD Effivax™ Glass Prefillable Syringe will further help customers meet the stringent demands of today's vaccine manufacturing through design enhancements focused on fill/finish and container reliability



BD MAX™ PLUS:

- Launched Q4 2022
- Accelerates growth in the acute molecular segment which is expected to grow at a 9% CAGR to a >\$2.0B served space in 2025

BD MAX™ PLUS has hardware, consumable, and enhanced informatics connectivity updates which advance reliability, efficiency and improve the customer experience of our leading molecular diagnostics platform



PureWick Male™:

- Launched Q4 2022
- Expected to expand BD's incontinence platform potential market by ~\$175M

PureWick Male™ will provide nurses with a non-invasive option for urine management in men, enabling earlier Foley catheter removal and resulting in reduced risk of infection

Our innovation pipeline is progressing in support of BD2025 strategy

Continued strong achievement of critical milestones and launches



BD Medical



BD Life Sciences



BD Interventional



BD HealthSight™ Diversion Management OR:

- Diversion Analytics now connects with BD Pyxis Anesthesia Station
- New feature expands the Diversion Analytics coverage into the anesthesia acute dispensing market

BD HealthSight™ Diversion Management OR automates the reconciliation of all controlled substance transactions at BD Pyxis™ MedStation™ ES and BD Pyxis™ Anesthesia Station ES devices, for all clinicians in all care areas including OR



BD FACSDuet™ Premium:

- On track for launch in 2H FY23
- Added functionality expands offering to Leukemia & Lymphoma (L&L) applications, a combined >\$0.5B served market growing 7%

BD FACSDuet™ Premium can be combined with BD FACSLyric™ to offer a complete, walkaway, sample to answer solution for all flow labs



Avitene™ Flowable:

- On track for FDA clearance in 2H FY23
- A viscous fluid, space-filling hemostatic agent that addresses surgical bleeding when traditional hemostat techniques are not preferred or viable

Neuro, spine, & orthopedic surgeons account for over 70% of flowable hemostat usage. Avitene™ Flowable does not swell thus not disturbing nerves and sensitive structures

Shifting our portfolio into attractive faster growing end-markets with recent product launches and capital deployment

Medication safety

Research reagents

Molecular and point-of-care diagnostics

Peripheral vascular disease

Incontinence

Pharmacy automation



BD PreVue™ II



BD PosiFlush™
SafeScrub



BD COR™



BD Horizon™ Flow Reagents



PureWick Male™



VENCLOSE™



Aspirex™



BD Intellivault™



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



We are honored to have been recognized for the work our BD associates do every day to address the most relevant ESG issues for our business and stakeholders, and to create lasting positive impact on our company, our planet, our communities and human health.

[Learn more in our 2021 ESG report](#)



Named to *Forbes'* 2022 list of
**Best Employers
For Diversity**
in the U.S.



Named to *Forbes'* 2022 list of
**World's Best
Employers**



Ranked #1
in the Health Care Equipment & Services industry in
America's Best Large Employers
list by *Forbes*



Named to *Newsweek's* inaugural list of
**America's Most
Trusted Companies**
in the Health Care and Life Sciences category



Financial Performance

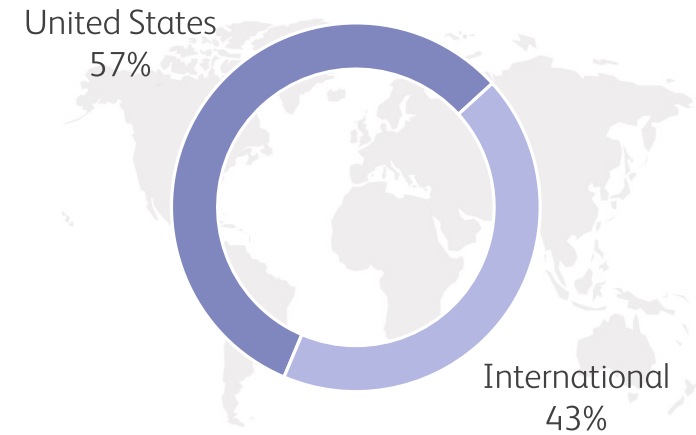
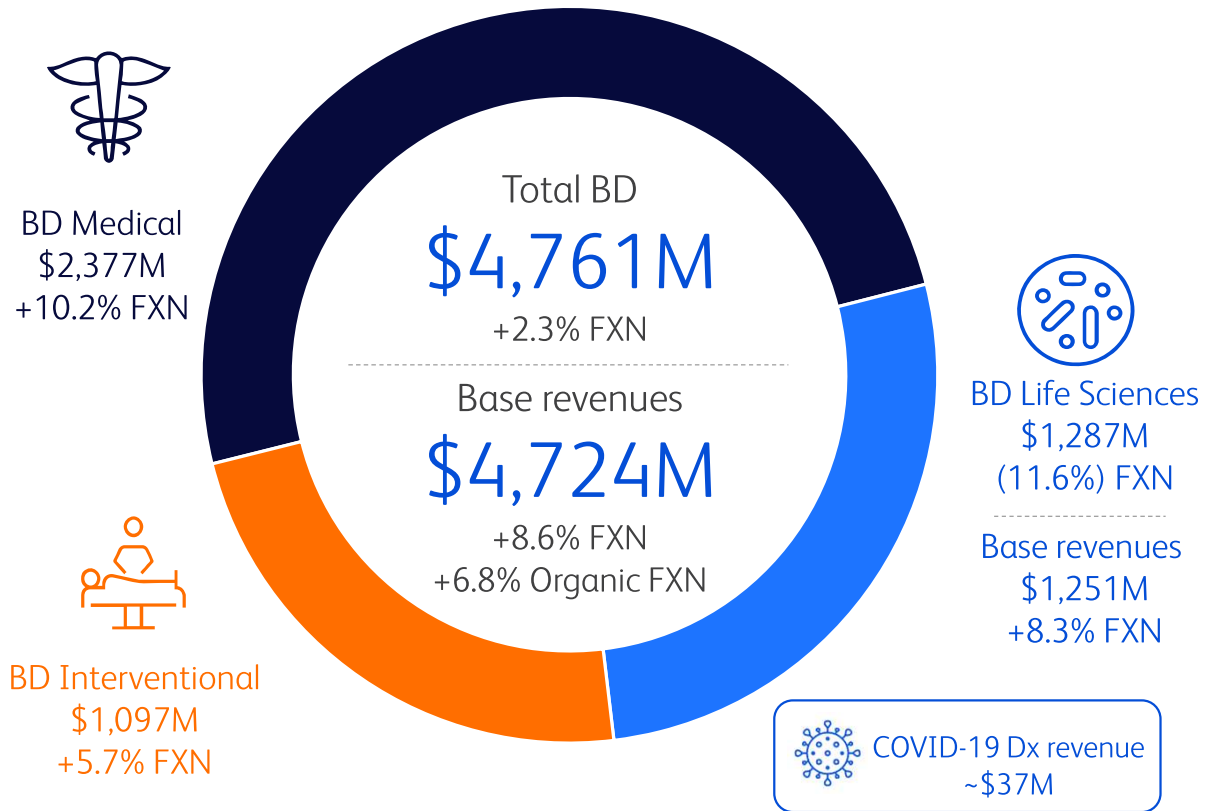
“We delivered reliable, consistent performance that reflects our team’s unwavering commitment to our purpose and the execution of our growth plan – while navigating the challenging macro environment all companies are facing.”

Christopher DeLorefice
BD EVP and CFO

Q4 FY22 revenue summary – by segment and geography

Revenue by segment

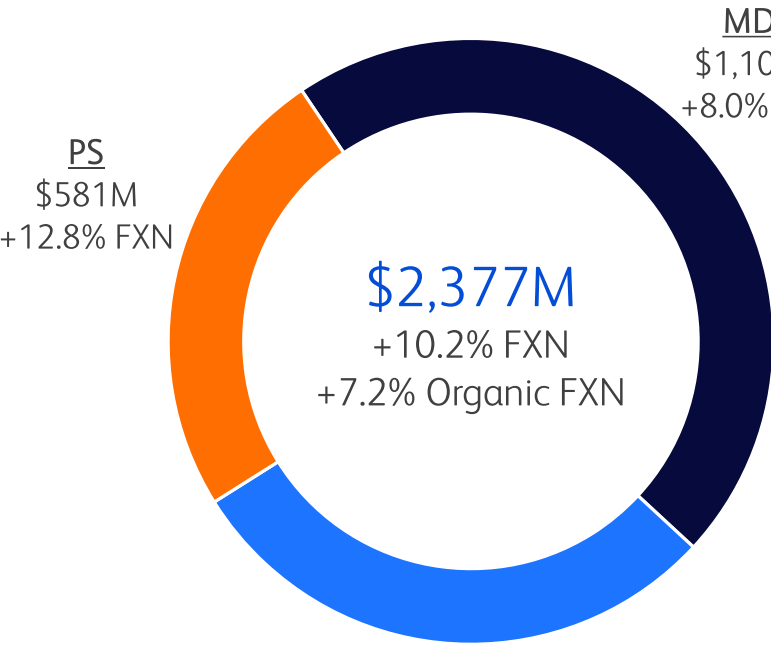
Revenue by geography



BD Medical: Double-digit growth driven by execution of our strategy

Q4 FY22

BD Management Q4 Commentary



Medication Delivery Solutions

- Performance reflects continued execution of our comprehensive vascular access management strategy which drove strong performance in catheters and vascular care in both the US and international markets

Medication Management Solutions

- Continuous strong adoption of our Connected Medication Management Strategy as evidenced by implementation and customer commitments
- As expected, growth impacted by higher dispensing installations and infusion sets volumes in the prior year driven by COVID-19 pandemic
- Parata performance highlights the strong momentum of our Pharmacy Automation Strategy

Pharmaceutical Systems

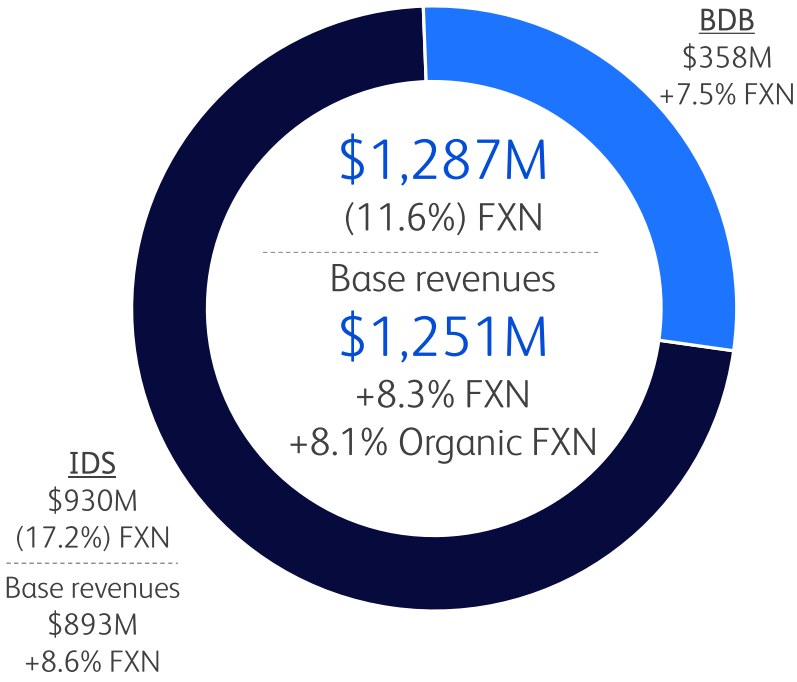
- Lead by strong leadership on pre-fillable solutions for high growth markets like biologic drugs and vaccines powering another quarter of double-digit growth



BD Life Sciences: Execution rigor driving high-single digit base growth

Q4 FY22

BD Management Q4 Commentary

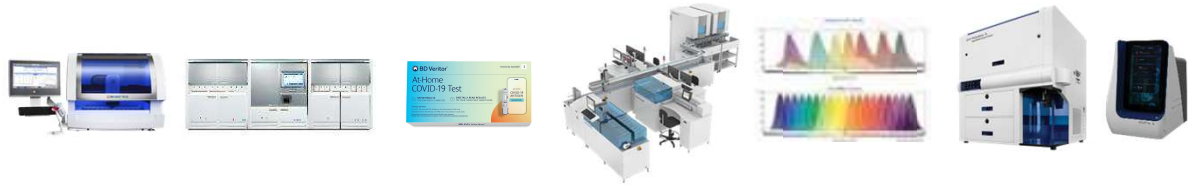


Integrated Diagnostic Solutions

- Strong growth driven by leverage of our BD MAX installed base, Specimen Management product availability, and incremental clinical microbiology instrument installations, despite comparison to prior year launch of combination flu/COVID assays
- COVID-19 diagnostic revenues of \$37 million in Q4; \$511 million for FY22

Biosciences

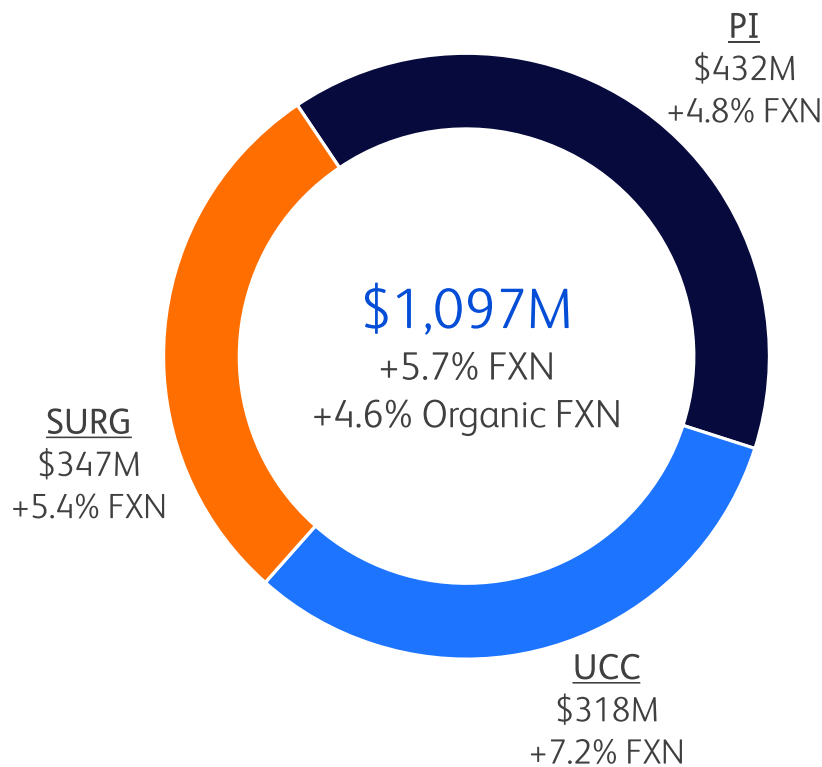
- Advanced our category leadership position in flow cytometry supported by strong demand for recently launched FACSymphony™ A1/A5 SE analyzers and FACSymphony™ S6 sorter
- Higher instrument manufacturing output was enabled by strategic procurement of critical components



BD Interventional: Strong product adoption in chronic disease outcomes and new care settings

Q4 FY22

BD Management Q4 Commentary



Surgery

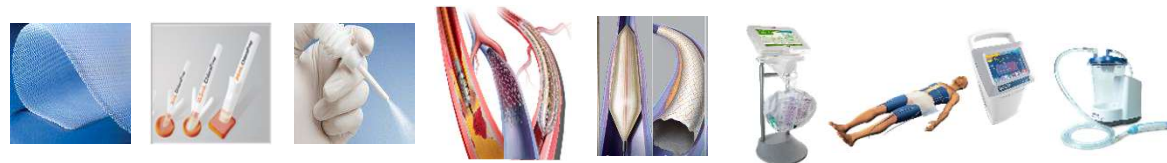
- Advanced Repair and Reconstruction delivered strong performance worldwide, driven by continued market adoption of Phasix™ hernia resorbable scaffold
- Performance also reflects double-digit growth worldwide in Biosurgery

Peripheral Intervention

- Strong growth in China driven by Biopsy Needles and Filters
- Global penetration of Rotarex™ and the acquisition of Vendlose expanding our focus across chronic disease settings
- Performance was impacted by increased backorder primarily related to a European ERP implementation standardizing BDI's legacy system
- Planned strategic portfolio exits supporting our simplification strategy also affected performance

Urology and Critical Care

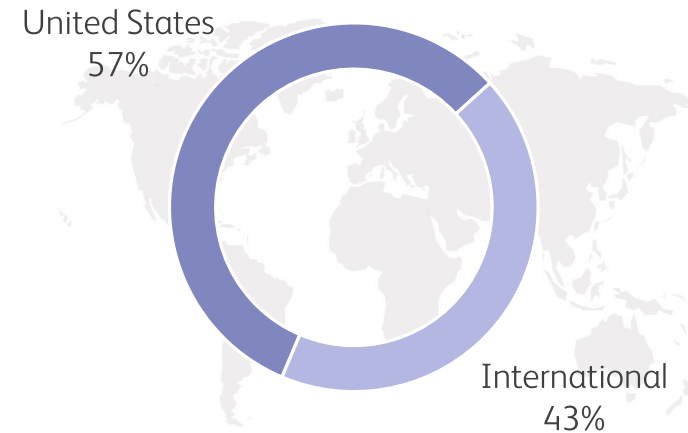
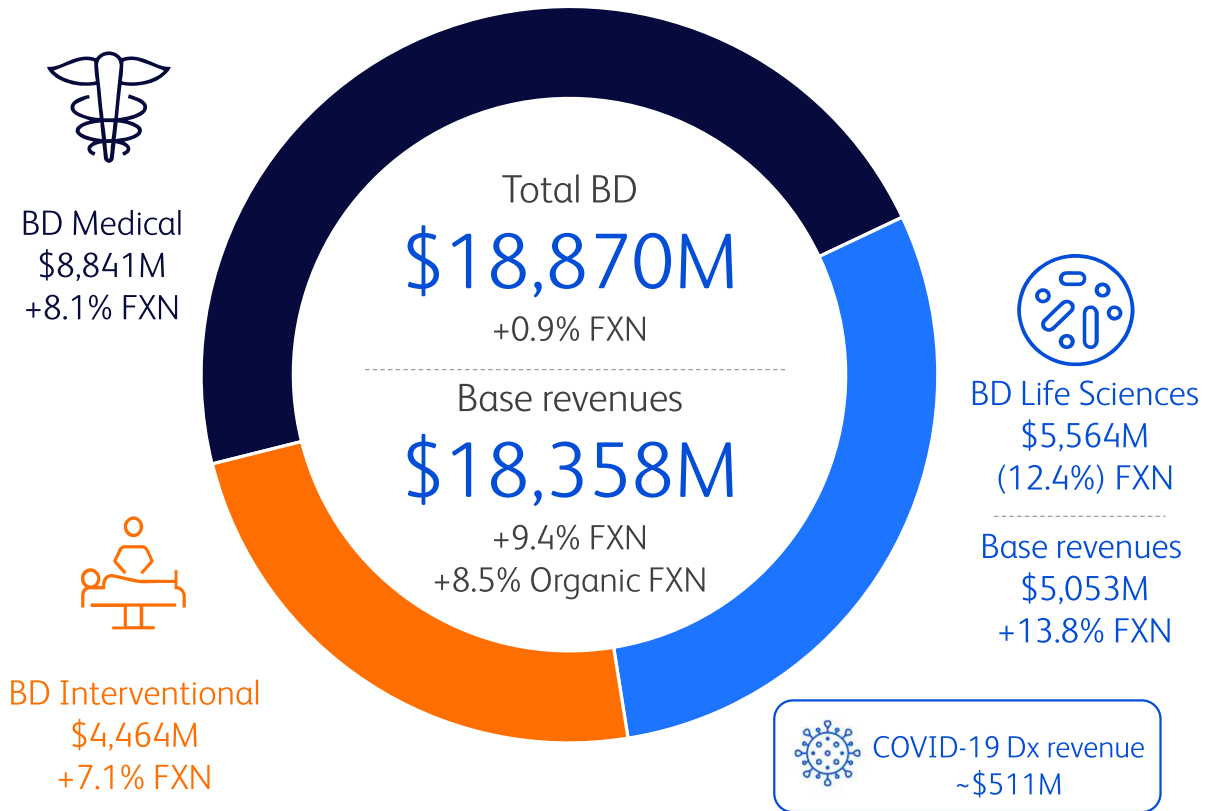
- Continued strong demand for chronic female incontinence with PureWick™ in the acute care & alternative care settings
- Strength in Acute Care aided by backorder recovery



FY22 revenue summary – by segment and geography

Revenue by segment

Revenue by geography



FY22 revenue summary – by business unit



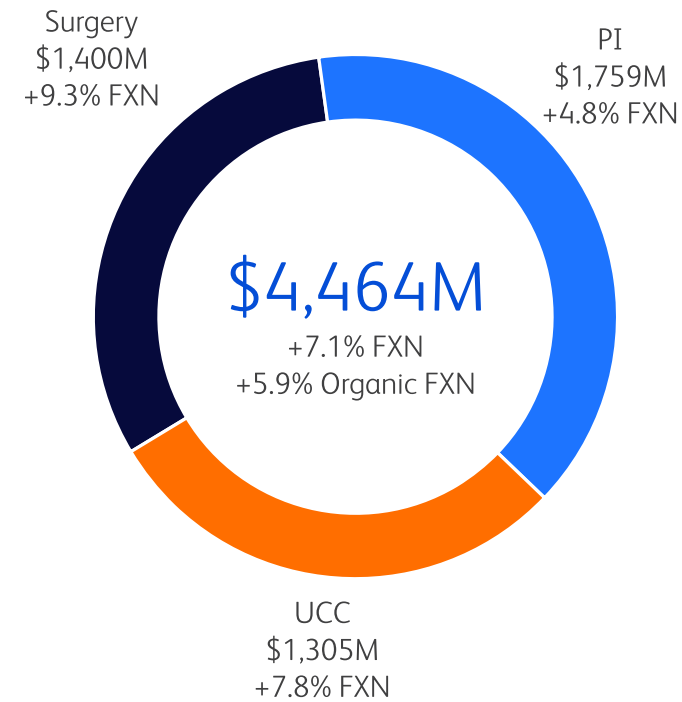
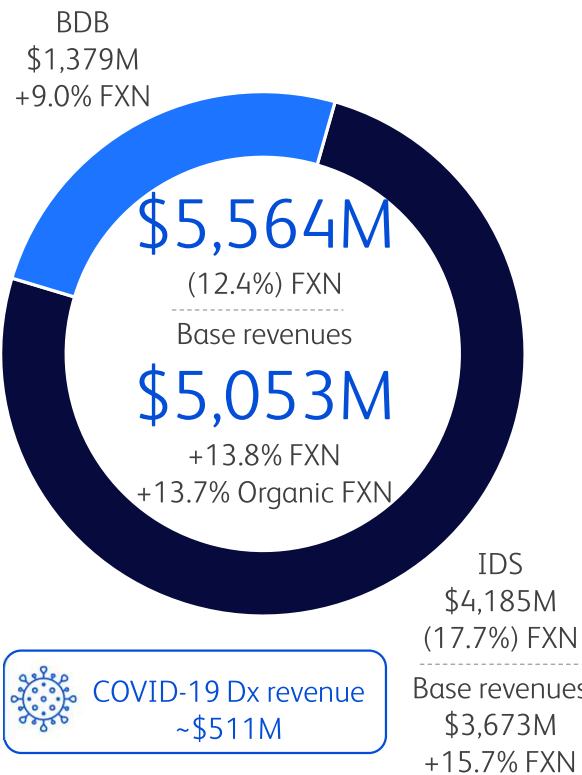
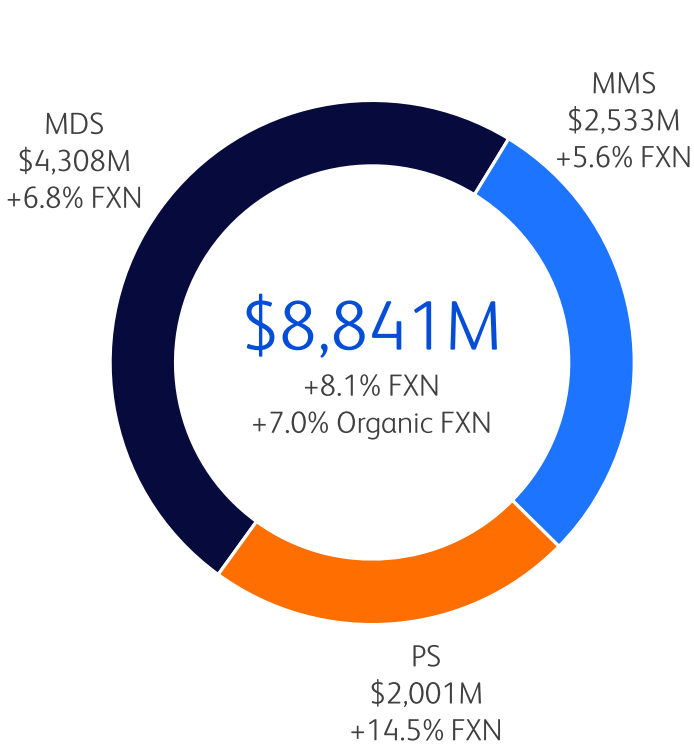
BD Medical



BD Life Sciences



BD Interventional



Solid base revenue growth and margin expansion drives double-digit base operating income growth

	Q422	Q421	Reported Y/Y Δ	FXN Y/Y Δ
Revenues	\$4,761	\$4,849	(1.8%)	2.3%
Base revenue	\$4,724	\$4,533	4.2%	8.6%
Gross Profit	\$2,493	\$2,470	0.9%	5.4%
Gross margin	52.4%	50.9%	150 bps	160 bps
Base gross margin	52.5%	51.7%	80 bps	90 bps
SSG&A	\$1,186	\$1,283	(7.6%)	(3.7%)
% of revenues	24.9%	26.5%	(160 bps)	(160 bps)
R&D	\$274	\$337	(18.7%)	(17.5%)
% of revenues	5.8%	7.0%	(120 bps)	(140 bps)
Other Operating (Inc) exp, net	(\$16)	\$0	N/A	N/A
Operating Income	\$1,049	\$850	23.4%	30.3%
Base operating income	\$1,062	\$827	28.5%	35.2%
Operating margin	22.0%	17.5%	450 bps	480 bps
Base operating margin	22.5%	18.2%	430 bps	450 bps
Interest Income (exp), net	(\$99)	(\$109)	(8.5%)	(7.3%)
Other Income (exp), net	\$2	(\$18)	110.6%	122.3%
Tax Rate	14.8%	11.3%	350 bps	NA
Net Income	\$810	\$642	26.3%	34.4%
Preferred Dividend	\$23	\$23		
Net Income Applicable to Common Shareholders	\$788	\$619		
Avg diluted common shares	287	289		
Adjusted EPS	\$2.75	\$2.15	27.9%	36.3%

FY22 P&L Highlights

Revenue: Strong base growth of 9.4% FXN driven by execution across all three segments

Margins: Base operating margins ↑280 bps driven by:

- Base gross margin ↑110 bps from volume utilization, mix optimization, continued execution of simplification and inflation mitigation initiatives, and FX partially offset by outsized inflation
- Strong leverage in Selling and G&A, partially offset by inflationary impacts in shipping

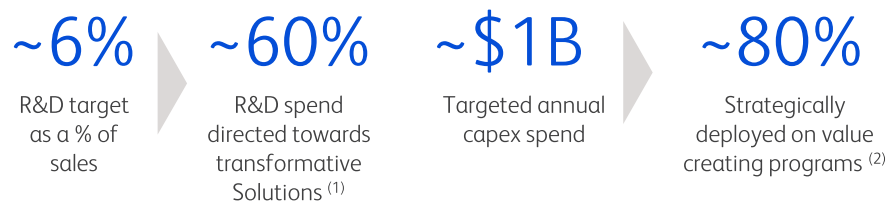
Operating Income: Strong base growth of 20.7% FXN driven by significant opex leverage while continuing to invest in R&D at competitive levels to advance innovation pipeline

	FY22	FY21	Reported Y/Y Δ	FXN Y/Y Δ
	\$18,870	\$19,131	(1.4%)	0.9%
	\$18,358	\$17,175	6.9%	9.4%
	\$10,088	\$10,132	(0.4%)	0.3%
	53.5%	53.0%	50 bps	(40 bps)
	53.4%	52.3%	110 bps	30 bps
	\$4,699	\$4,707	(0.2%)	2.0%
	24.9%	24.6%	30 bps	30 bps
	\$1,161	\$1,181	(1.7%)	(0.8%)
	6.1%	6.2%	(10 bps)	(10 bps)
	(\$37)	\$0	N/A	N/A
	\$4,266	\$4,244	0.5%	(0.5%)
	\$4,108	\$3,369	21.9%	20.7%
	22.6%	22.2%	40 bps	(30 bps)
	22.4%	19.6%	280 bps	200 bps
	(\$388)	(\$460)	(15.7%)	(14.8%)
	(\$12)	\$36	(134.9%)	(95.2%)
	13.3%	11.4%	190 bps	NA
	\$3,351	\$3,384	(1.0%)	(1.8%)
	\$90	\$90		
	\$3,261	\$3,294		
	287	292		
	\$11.35	\$11.28	0.6%	(0.2%)

Maintaining disciplined capital allocation policy

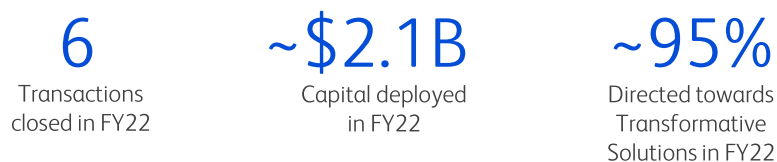
Purposeful and balance investments help fuel our robust pipeline

R&D / Capex



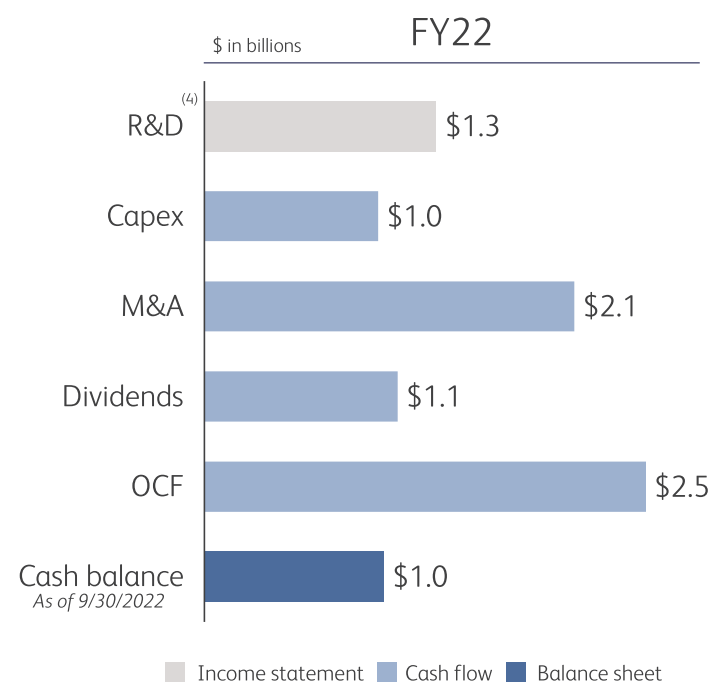
New lever for accelerating our strategy with meaningful capital deployment through our strengthened balance sheet

Tuck-in M&A



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

Dividend / Share Repurchase



⁽¹⁾ Refer to slide 21 of the November 2021 Investor Day presentation.
⁽²⁾ Refer to slide 89 of the November 2021 Investor Day presentation.
⁽³⁾ Refer to slide 86 of the November 2021 Investor Day presentation.
⁽⁴⁾ As adjusted. Please see slide 39 for non-GAAP reconciliations

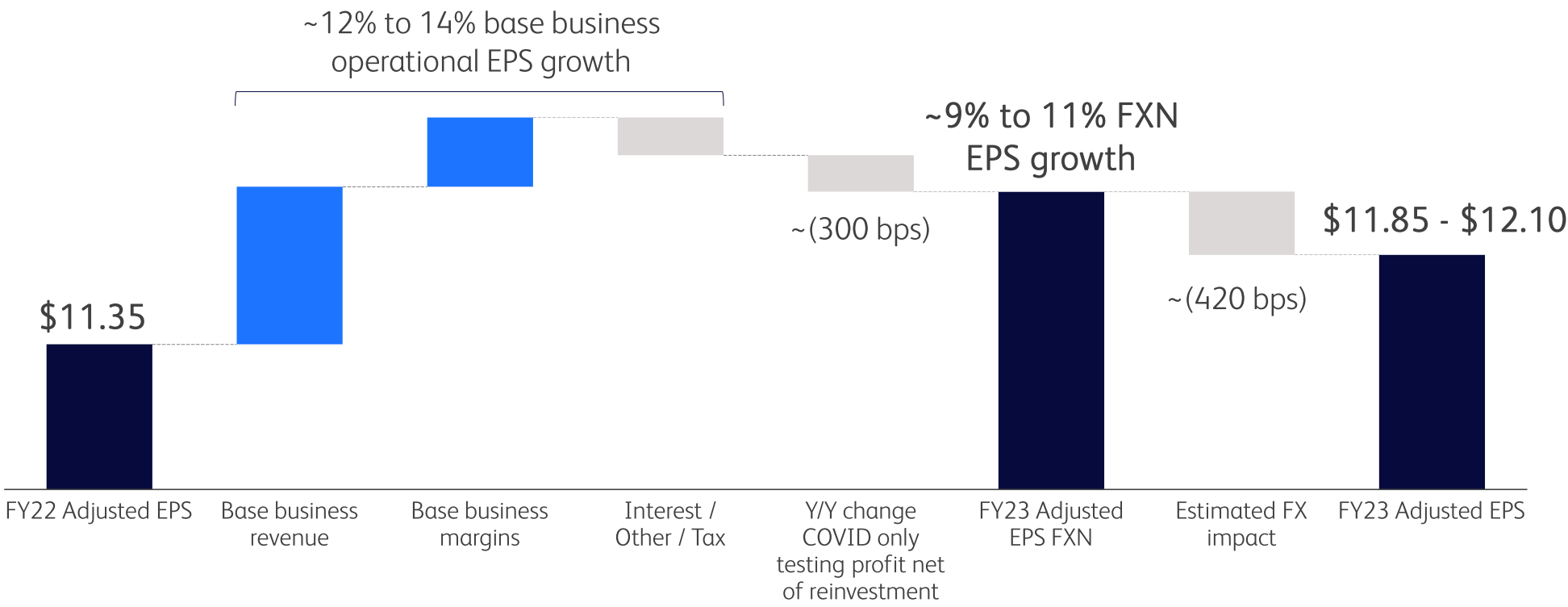
Guidance

FY23 Guidance Summary

	November 10, 2022	Comments
Base revenue growth (FXN) ⁽¹⁾	5.25% to 6.25% Midpoint of 5.75%	<ul style="list-style-type: none"> • Includes ~100 bps from inorganic M&A offset by ~100 bps impact of strategic portfolio exits • Only includes Alaris capital shipments related to medical necessity; in-line with FY22 • Medical: growth expected to be above BDX range (includes YoY Parata impact) • Life Sciences: expected to be below BDX range • Interventional: expected to be at the high-end of the BDX range
COVID-only testing ⁽¹⁾ revenue	~\$125M to \$175M	<ul style="list-style-type: none"> • Compared to \$511M in FY22
Estimated FX impact	~(450 bps) or ~(\$850M)	<ul style="list-style-type: none"> • Based on current spot rates and currency mix • Assumes Euro = 0.99 USD
Estimated total company reported revenue	\$18.6B to \$18.8B	
Adjusted operating margin	at least 100 bps improvement	<ul style="list-style-type: none"> • Compared to operating margin of 22.6% in FY22
Interest / Other	~(\$50M) to (\$75M)	<ul style="list-style-type: none"> • Driven primarily by increased pension expense
Effective tax rate	13.5% to 14.5%	<ul style="list-style-type: none"> • Compared to effective tax rate of 13.3% in FY22
Adjusted EPS ⁽¹⁾	\$11.85 to \$12.10 Midpoint of \$11.98	<ul style="list-style-type: none"> • Includes estimated FX impact of (~420 bps) • Implies ~9% to 11% FXN EPS growth



FY23 adjusted EPS driven by strong double-digit base earnings growth



FY23 Quarterly Phasing Considerations

P&L Line item	Key Considerations
Revenue	<ul style="list-style-type: none"> Q1 base revenue expected to be under-indexed relative to equal quarterly phasing of the full year <ul style="list-style-type: none"> Prior year comparisons including ~\$50M in licensing revenues in Life Sciences Similar to FY22, COVID-only and combo testing expected to be more weighted to 1H Based on current spot rates, FX headwind to revenue expected to be weighted to 1H
Margins	<ul style="list-style-type: none"> Expect Q1 YoY decline in operating margin primarily driven by impact from outsized inflation; including other items mentioned above Majority of operating margin expansion expected to occur in 2H
Adjusted EPS	<ul style="list-style-type: none"> Based on current spot rates, full-year FX drop-through to earnings expected to be below BDX average <ul style="list-style-type: none"> Due to expected benefit from inventory flow-thru, Q1 drop-through to start well below FY average Most significant headwind expected in Q2 and Q3 Full-year shares outstanding are expected to be similar to average FY22 share balance Preferred shares outstanding will convert to common shares on June 1, 2023
Effective tax rate	<ul style="list-style-type: none"> Full-year ETR includes assumptions around jurisdictional mix of income and certain potential discrete items Timing of realization of discrete items could result in quarterly variability above or below full-year range

Appendix

Glossary

Acronym	Defined Term	Acronym	Defined Term
B	Billion	IDS	Integrated Diagnostics Solutions
BDB	Biosciences	M&A	Mergers and Acquisitions
BPS	Basis Points	MDS	Medication Delivery Solutions
Capex	Capital Expenditures	MMS	Medication Management Solutions
CAGR	Compounded Annual Growth Rate	M	Million
Dx	Diagnostics	OCF	Operating Cash Flow
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	PI	Peripheral Intervention
EPS	Earnings Per Share	PS	Pharmaceutical Systems
ERP	Enterprise Resource Planning	R&D	Research and Development
ESG	Environmental, Social, Governance	SURG	Surgery
ETR	Effective Tax Rate	UCC	Urology & Critical Care
FDA	Food and Drug Administration	YoY or Y/Y	Year over Year
FY	Fiscal Year	1H	First Half of Fiscal Year
G&A	General and Administrative	2H	Second Half of Fiscal Year
HIV	Human Immunodeficiency Virus		

Supplemental Revenue Information

Quarterly Reconciliation of Reported Revenue Change to Base Revenue Change
For the Three 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
	2022	2021	FX Impact	Reported Change	FXN Change	% Change Reported	% Change FXN
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$4,761	\$4,849	(\$200)	(\$88)	\$112	(1.8%)	2.3%
Less: COVID-19-only Diagnostic Testing Revenues	\$37	\$316	(\$1)	(\$279)	(\$278)	(88.4%)	(87.9%)
Base Revenues from Continuing Operations	\$4,724	\$4,533	(\$199)	\$191	\$390	4.2%	8.6%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(5.8%)	(5.7%)		
BD LIFE SCIENCES REVENUES	\$1,287	\$1,532	(\$67)	(\$244)	(\$177)	(15.9%)	(11.6%)
Less: COVID-19-only Diagnostic Testing Revenues	\$37	\$316	(\$1)	(\$279)	(\$278)	(88.4%)	(87.9%)
Base BD Life Sciences Revenues	\$1,251	\$1,216	(\$66)	\$35	\$101	2.9%	8.3%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(18.2%)	(18.1%)		
Integrated Diagnostic Solutions Revenues	\$930	\$1,180	(\$47)	(\$250)	(\$203)	(21.2%)	(17.2%)
Less: COVID-19-only Diagnostic Testing Revenues	\$37	\$316	(\$1)	(\$279)	(\$278)	(88.4%)	(87.9%)
Base Integrated Diagnostic Solutions Revenues	\$893	\$864	(\$45)	\$29	\$74	3.4%	8.6%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(23.7%)	(23.5%)		



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
	2022	2021	FX Impact	Reported Change	FXN Change	% Change Reported	% Change FXN
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$18,870	\$19,131	(\$432)	(\$261)	\$171	(1.4%)	0.9%
Less: COVID-19-only Diagnostic Testing Revenues	\$511	\$1,956	(\$6)	(\$1,444)	(\$1,438)	(73.8%)	(73.5%)
Base Revenues from Continuing Operations	\$18,358	\$17,175	(\$426)	\$1,184	\$1,609	6.9%	9.4%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(7.5%)	(7.5%)		
BD LIFE SCIENCES REVENUES	\$5,564	\$6,530	(\$158)	(\$965)	(\$807)	(14.8%)	(12.4%)
Less: COVID-19-only Diagnostic Testing Revenues	\$511	\$1,956	(\$6)	(\$1,444)	(\$1,438)	(73.8%)	(73.5%)
Base BD Life Sciences Revenues	\$5,053	\$4,574	(\$152)	\$479	\$631	10.5%	13.8%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(22.1%)	(22.0%)		
Integrated Diagnostic Solutions Revenues	\$4,185	\$5,225	(\$115)	(\$1,040)	(\$925)	(19.9%)	(17.7%)
Less: COVID-19-only Diagnostic Testing Revenues	\$511	\$1,956	(\$6)	(\$1,444)	(\$1,438)	(73.8%)	(73.5%)
Base Integrated Diagnostic Solutions Revenues	\$3,673	\$3,269	(\$109)	\$405	\$514	12.4%	15.7%
<i>impact of COVID-19-only Diagnostic Testing Revenues⁽¹⁾</i>				(27.6%)	(27.5%)		



Supplemental Revenue Information - Organic Growth

Quarterly Reconciliation of Reported Revenue Change to Base Organic Revenue Change
For the Three Months Ended September 30,

	2022	2021	FX Impact	Reported Change	FXN Change	% Change Reported	% Change FXN
TOTAL BDX REVENUES FROM CONTINUING OPERATIONS	\$4,761	\$4,849	(\$200)	(\$88)	\$112	(1.8%)	2.3%
Less: COVID-19-only Diagnostic Testing Revenues	\$37	\$316	(\$1)	(\$279)	(\$278)	(88.4%)	(87.9%)
TOTAL BDX BASE REVENUES FROM CONTINUING OPERATIONS	\$4,724	\$4,533	(\$199)	\$191	\$390	4.2%	8.6%
Less: Inorganic revenue contribution ⁽¹⁾				\$81	\$81	1.8%	1.8%
Total Base Organic Revenue Growth from Continuing Operations				\$110	\$309	2.4%	6.8%
TOTAL BD MEDICAL REVENUES FROM CONTINUING OPERATIONS	\$2,377	\$2,246	(\$98)	\$131	\$228	5.8%	10.2%
Less: Inorganic revenue contribution ⁽¹⁾				\$67	\$67	3.0%	3.0%
Total BD Medical Organic Revenue Growth from Continuing Operations				\$64	\$161	2.8%	7.2%
TOTAL BD LIFE SCIENCES REVENUES	\$1,287	\$1,532	(\$67)	(\$244)	(\$177)	(15.9%)	(11.6%)
Less: COVID-19-only Diagnostic Testing Revenues	\$37	\$316	(\$1)	(\$279)	(\$278)	(88.4%)	(87.9%)
BD Life Sciences Base Revenues	\$1,251	\$1,216	(\$66)	\$35	\$101	2.9%	8.3%
Less: Inorganic revenue contribution ⁽¹⁾				\$2	\$2	0.2%	0.2%
Total BD Life Sciences Organic Revenue Growth				\$32	\$98	2.7%	8.1%
TOTAL BD INTERVENTIONAL REVENUES	\$1,097	\$1,071	(\$35)	\$26	\$61	2.4%	5.7%
Less: Inorganic revenue contribution ⁽¹⁾				\$12	\$12	1.1%	1.1%
Total BD Interventional Organic Revenue Growth				\$14	\$49	1.3%	4.6%

⁽¹⁾ Inorganic revenue contribution is defined as the amount of incremental revenue recognized during the first 12 months post-acquisition. Acquisitions include: Parata, MedKeeper and ZebraSci in the Medical Segment, Cytognos in the Life Sciences Segment, and Tissuemed and Venclose in the Interventional Segment.



Supplemental Revenue Information - Organic Growth

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

	2022	2021	FX Impact	Reported Change	FXN Change	% Change Reported	% Change FXN
TOTAL BDX REVENUES FROM CONTINUING OPERATIONS	\$18,870	\$19,131	(\$432)	(\$261)	\$171	(1.4%)	0.9%
Less: COVID-19-only Diagnostic Testing Revenues	\$511	\$1,956	(\$6)	(\$1,444)	(\$1,438)	(73.8%)	(73.5%)
TOTAL BDX BASE REVENUES FROM CONTINUING OPERATIONS	\$18,358	\$17,175	(\$426)	\$1,184	\$1,609	6.9%	9.4%
Less: Inorganic revenue contribution ⁽¹⁾				\$147	\$147	0.9%	0.9%
Total Base Organic Revenue Growth from Continuing Operations				\$1,037	\$1,462	6.0%	8.5%
TOTAL BD MEDICAL REVENUES FROM CONTINUING OPERATIONS	\$8,841	\$8,361	(\$199)	\$480	\$679	5.7%	8.1%
Less: Inorganic revenue contribution ⁽¹⁾				\$90	\$90	1.1%	1.1%
Total BD Medical Organic Revenue Growth from Continuing Operations				\$390	\$589	4.7%	7.0%
TOTAL BD LIFE SCIENCES REVENUES	\$5,564	\$6,530	(\$158)	(\$965)	(\$807)	(14.8%)	(12.4%)
Less: COVID-19-only Diagnostic Testing Revenues	\$511	\$1,956	(\$6)	(\$1,444)	(\$1,438)	(73.8%)	(73.5%)
BD Life Sciences Base Revenues	\$5,053	\$4,574	(\$152)	\$479	\$631	10.5%	13.8%
Less: Inorganic revenue contribution ⁽¹⁾				\$6	\$6	0.1%	0.1%
Total BD Life Sciences Organic Revenue Growth				\$473	\$625	10.3%	13.7%
TOTAL BD INTERVENTIONAL REVENUES	\$4,464	\$4,239	(\$75)	\$225	\$299	5.3%	7.1%
Less: Inorganic revenue contribution ⁽¹⁾				\$51	\$51	1.2%	1.2%
Total BD Interventional Organic Revenue Growth				\$174	\$249	4.1%	5.9%

⁽¹⁾ Inorganic revenue contribution is defined as the amount of incremental revenue recognized during the first 12 months post-acquisition. Acquisitions include: MedKeeper, Parata, ZebraSci, GSL Solutions, Velano Vascular, and MedBank in the Medical Segment, Cytognos in the Life Sciences Segment, and Orthophor, Tephra Medical, Tissuemed, and Venclose in the Interventional Segment.



Reconciliation of Non-GAAP Adjusted Margins to Base Business Margins

	Adjusted Gross Margin					Adjusted Operating Margin			
	(A)	(B)	(C) = (A) - (B)	(D)	(E) = (C) - (D)	(F)	(G) = (F) / (A)	(H)	(I) = (G) - (H)
Unaudited; \$ in millions	Revenues	All-in adjusted gross profit	All-in adjusted gross margin percentage	COVID-19 Dx test and reinvestment impact	Base business gross margin	All-in adjusted operating profit	All-in adjusted operating margin percentage	COVID-19 Dx test and reinvestment impact	Base business operating margin
Q1 FY21 ⁽¹⁾	\$5,041	\$2,899	57.5 %	~310 bps	54.4 %	\$1,527	30.3 %	~740 bps	22.9 %
Q2 FY21 ⁽¹⁾	\$4,634	\$2,446	52.8 %	~60 bps	52.2 %	\$1,050	22.7 %	~290 bps	19.8 %
Q3 FY21 ⁽¹⁾	\$4,607	\$2,317	50.3 %	~(80 bps)	51.1 %	\$817	17.7 %	~0 bps	17.7 %
Q4 FY21 ⁽¹⁾	\$4,849	\$2,470	50.9 %	~(80 bps)	51.7 %	\$850	17.5 %	~(70 bps)	18.2 %
FY21 ⁽¹⁾	\$19,131	\$10,132	53.0 %	~70 bps	52.3 %	\$4,244	22.2 %	~260 bps	19.6 %
Q1 FY22 ⁽¹⁾	\$4,718	\$2,588	54.9 %	~60 bps	54.3 %	\$1,122	23.8 %	~130 bps	22.5 %
Q2 FY22 ⁽²⁾	\$4,750	\$2,568	54.1 %	~0 bps	54.1 %	\$1,075	22.6 %	~30 bps	22.3 %
Q3 FY22 ⁽³⁾	\$4,641	\$2,439	52.6 %	~(30 bps)	52.9 %	\$1,020	22.0 %	~(20 bps)	22.2 %
Q4 FY22 ⁽⁴⁾	\$4,761	\$2,493	52.4 %	~(10 bps)	52.5 %	\$1,049	22.0 %	~(50 bps)	22.5 %
FY22 ⁽⁵⁾	\$18,870	\$10,089	53.5 %	~10 bps	53.4 %	\$4,266	22.6 %	~20 bps	22.4 %

⁽¹⁾ Please see the Form 8-K posted on April 14, 2022 at investors.bd.com for reconciliation of GAAP to non-GAAP gross and operating margins

⁽²⁾ Please see the Form 8-K posted on May 31, 2022 at investors.bd.com for reconciliation of GAAP to non-GAAP gross and operating margins

⁽³⁾ Please see slide 35 in the Q3 FY22 earnings presentation posted on August 4, 2022 at investors.bd.com for reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁴⁾ Please see slide 37 for reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁵⁾ Please see slide 41 for reconciliation of GAAP to non-GAAP gross and operating margins

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

Quarterly Reconciliation of Reported Diluted EPS from Continuing Operations to Adjusted Diluted EPS from Continuing Operations
For the Three 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	\$0.92	\$0.46	\$0.46	(\$0.17)	\$0.63	100.0 %	137.0 %
Purchase accounting adjustments (\$358 million and \$350 million pre-tax, respectively) ⁽¹⁾	\$1.25	\$1.21		(\$0.01)			
Integration costs (\$23 million and \$41 million pre-tax, respectively) ⁽²⁾	\$0.08	\$0.14		(\$0.01)			
Restructuring costs (\$51 million and \$17 million pre-tax, respectively) ⁽²⁾	\$0.18	\$0.06					
Separation-related items (\$10 million pre-tax) ⁽³⁾	\$0.03	-		-			
Transaction gain/loss, product and other litigation-related matters (\$126 million and \$13 million pre-tax, respectively) ⁽⁴⁾	\$0.44	\$0.05		-			
European regulatory initiative-related costs (\$41 million and \$43 million pre-tax, respectively) ⁽⁵⁾	\$0.14	\$0.15		-			
Investment gains/losses and asset impairments (\$46 million pre-tax) ⁽⁶⁾	-	(\$0.16)		-			
Impacts of debt extinguishment (\$22 million and \$154 million pre-tax)	\$0.08	\$0.53		-			
Income tax benefit of special items (\$108 million and \$85 million, respectively)	(\$0.38)	(\$0.30)		\$0.01			
Adjusted Diluted Earnings per Share from Continuing Operations	\$2.75	\$2.15	\$0.60	(\$0.18)	\$0.78	27.9 %	36.3 %

⁽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 expense (income), net* and incurred in connection with the separation of BD's former Diabetes Care business.

⁽⁴⁾ The amounts in 2022 and 2021 include charges of \$31 million and \$18 million, respectively, recorded to *Cost of products sold* to adjust the estimate of future product remediation costs, as well as charges of \$20 million and \$65 million, respectively, to record product liability reserves, including related legal defense costs, to *Other operating expense (income), net*. The amount in 2022 also includes pension settlement costs of \$68 million. The amount in 2021 also includes a gain of \$70 million on a sale-leaseback transaction which was recorded to *Other operating expense (income), net*.

⁽⁵⁾ 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.

⁽⁶⁾ Includes non-cash (gains) losses recorded within *Other expense, net* relating to certain investments.



Supplemental Non-GAAP Reconciliation

1 of 3

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

(Unaudited; \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	Transactional / product / litigation	European Regulatory	Investment gains/losses and asset impairments	TSA / LSA total	Impacts of debt extinguishment	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 34)
Revenues	\$4,761	-	-	-	-	-	-	-	-	-	-	\$4,761	
Gross Profit	\$2,076	\$364	-	-	-	\$37	\$14	\$1	-	-	-	\$2,493	1,4,5,6
% Revenues	43.6%											52.4%	
Adjusted FXN % Revenues												52.5%	
SSG&A	\$1,182	\$5	-	-	-	-	(\$1)	-	-	-	-	\$1,186	1,5
% Revenues	24.8%											24.9%	
Adjusted FXN % Revenues												24.9%	
R&D	\$300	(\$0)	-	-	-	-	(\$26)	-	-	-	-	\$274	1,5
% Revenues	6.3%											5.8%	
Adjusted FXN % Revenues												5.6%	
Operating Income	\$490	\$360	\$23	\$51	\$10	\$58	\$41	\$1	\$16	-	-	\$1,049	1,2,3,4,5,6
Operating Margin	10.3%											22.0%	
Adjusted FXN % Operating Margin												22.3%	
Net interest expense	(\$97)	(\$2)	-	-	-	-	-	-	-	-	-	(\$99)	1
Other Income, Net	(\$72)	-	-	-	-	\$68	-	(\$1)	(\$16)	\$22	-	\$2	4, 6
Income Tax Provision	\$33										\$108	\$141	
Effective Tax Rate	10.3%											14.8%	
Net Income from Continuing Operations	\$287	\$358	\$23	\$51	\$10	\$126	\$41	(\$0)	-	\$22	(\$108)	\$810	1,2,3,4,5,6
% Revenues	6.0%											17.0%	
Diluted Earnings per Share from Continuing Operations	\$0.92	\$1.25	\$0.08	\$0.18	\$0.03	\$0.44	\$0.14	\$0.00	\$0.00	\$0.08	(\$0.38)	\$2.75	1,2,3,4,5,6

Supplemental Non-GAAP Reconciliation

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Quarterly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations
For the Three Months ended September 30, 2021

(Unaudited; \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	Transactional / product / litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 34)
Revenues	\$4,849	-	-	-	-	-	-	-	-	-	\$4,849	
Gross Profit	\$2,086	\$354	-	-	-	\$18	\$12	-	-	-	\$2,470	1,4,5
% Revenues	43.0%										50.9%	
S&A	\$1,285	(\$1)	-	-	-	-	(\$0)	-	-	-	\$1,283	1,5
% Revenues	26.5%										26.5%	
R&D	\$368	(\$0)	-	-	-	-	(\$31)	-	-	-	\$337	1,5
% Revenues	7.6%										7.0%	
Operating Income	\$380	\$356	\$41	\$17	(\$0)	\$13	\$43	-	-	-	\$850	1,2,3,4,5
Operating Margin	7.8%										17.5%	
Net interest expense	(\$109)	(\$1)	-	-	-	-	-	-	\$2	-	(\$109)	1
Other Income, Net	(\$120)	(\$5)	-	-	-	\$0	-	(\$46)	\$153	-	(\$18)	1,4,6
Income Tax Provision	(\$4)									\$85	\$82	
Effective Tax Rate	(2.5%)										11.3%	
Net Income from Continuing Operations	\$154	\$350	\$41	\$17	(\$0)	\$13	\$43	(\$46)	\$154	(\$85)	\$642	1,2,3,4,5,6
% Revenues	3.2%										13.2%	
Diluted Earnings per Share from Continuing Operator	\$0.46	\$1.21	\$0.14	\$0.06	\$0.00	\$0.05	\$0.15	(\$0.16)	\$0.53	(\$0.30)	\$2.15	1,2,3,4,5,6

Supplemental Non-GAAP Reconciliation

3 of 3

Quarterly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations Change in Three Months Ended September 30, 2022 Compared With Three Months Ended September 30, 2021

(Unaudited, \$ in millions, except per share data)	(A) FY22 Adjusted (Non-GAAP)	(B) FY21 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	\$4,761	\$4,849	(\$88)	(1.8%)	(\$200)	\$112	2.3%
Gross Profit	\$2,493	\$2,470	\$23	0.9%	(\$111)	\$134	5.4%
% Revenues	52.4%	50.9%					
Adjusted FXN % Revenues	52.5%						
SSG&A	\$1,186	\$1,283	(\$97)	(7.6%)	(\$49)	(\$48)	(3.7%)
% Revenues	24.9%	26.5%					
Adjusted FXN % Revenues	24.9%						
R&D	\$274	\$337	(\$63)	(18.7%)	(\$4)	(\$59)	(17.5%)
% Revenues	5.8%	7.0%					
Adjusted FXN % Revenues	5.6%						
Operating Income	\$1,049	\$850	\$199	23.4%	(\$58)	\$257	30.3%
Operating Margin	22.0%	17.5%					
Adjusted FXN % Operating Margin	22.3%						
Net interest expense	(\$99)	(\$109)	\$9	(8.5%)	\$1	\$8	(7.3%)
Other Income, Net	\$2	(\$18)	\$20	110.6%	(\$2)	\$22	122.3%
Income Tax Provision	\$141	\$82	\$59	72.2%	(\$7)	\$66	80.9%
Effective Tax Rate	14.8%	11.3%					
Net Income from Continuing Operations	\$810	\$642	\$169	26.3%	(\$52)	\$221	34.4%
% Revenues	17.0%	13.2%					
Diluted Earnings per Share from Continuing Operations	\$2.75	\$2.15	\$0.60	27.9%	(\$0.18)	\$0.78	36.3%



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)	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)			
Transaction gain/loss, product and other litigation-related matters (\$174 million and \$272 million pre-tax, respectively) ⁽⁴⁾	\$0.60	\$0.93		-			
European regulatory initiative-related costs (\$146 million and \$134 million pre-tax, respectively) ⁽⁵⁾	\$0.51	\$0.46		(\$0.01)			
Investment gains/losses and asset impairments (\$94 million and \$(46) million pre-tax) ⁽⁶⁾	\$0.33	(\$0.16)		(\$0.01)			
Impacts of debt extinguishment (\$24 million and \$185 million pre-tax)	\$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.

⁽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 expense, net* and incurred in connection with the separation of BD's former Diabetes Care business.

⁽⁴⁾ The amounts in 2022 and 2021 include charges of \$72 million and \$56 million, respectively, recorded to *Cost of products sold* to adjust the estimate of future product remediation costs, as well as charges of \$21 million and \$361 million, respectively, to record product liability reserves, including related legal defense costs, to *Other operating expense, net*. The amount in 2022 also includes pension settlement costs of \$73 million. The amount in 2021 also includes gains of \$158 million on sale-leaseback transactions which were recorded to *Other operating expense, net*.

⁽⁵⁾ 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.

⁽⁶⁾ Includes non-cash (gains) losses recorded within *Other expense, net* relating to certain investments. The amount in 2022 also includes a noncash asset impairment charge of \$54 million which was recorded in *Cost of products sold*.



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, 2022

(Unaudited, \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	Transactional / product / litigation	European Regulatory	Investment gains/losses and asset impairments	TSA / LSA total	Impacts of debt extinguishment	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 38)
Revenues	\$18,870	-	-	-	-	-	-	-	-	-	-	\$18,870	
Gross Profit	\$8,477	\$1,429	-	-	-	\$80	\$48	\$55	-	-	-	\$10,088	1,4,5,6
% Revenues	44.9%											53.5%	
Adjusted FXN % Revenues												52.6%	
SSG&A	\$4,709	(\$8)	-	-	-	-	(\$2)	-	-	-	-	\$4,699	1,5
% Revenues	25.0%											24.9%	
Adjusted FXN % Revenues												24.9%	
R&D	\$1,256	(\$0)	-	-	-	-	(\$96)	-	-	-	-	\$1,161	1,5
% Revenues	6.7%											6.1%	
Adjusted FXN % Revenues												6.1%	
Operating Income	\$2,282	\$1,437	\$68	\$123	\$20	\$100	\$146	\$55	\$33	-	-	\$4,266	1,2,3,4,5,6
Operating Margin	12.1%											22.6%	
Adjusted FXN % Operating Margin												21.9%	
Net interest expense	(\$382)	(\$6)	-	-	(\$0)	-	-	-	-	-	-	(\$388)	1,3
Other Income, Net	(\$117)	-	-	-	-	\$73	-	\$40	(\$33)	\$24	-	(\$12)	4,6
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	\$174	\$146	\$94	-	\$24	(\$366)	\$3,351	1,2,3,4,5,6
% Revenues	8.7%											17.8%	
Diluted Earnings per Share from Continuing Operations	\$5.38	\$4.98	\$0.24	\$0.43	\$0.07	\$0.60	\$0.51	\$0.33	\$0.00	\$0.08	(\$1.27)	\$11.35	1,2,3,4,5,6

Supplemental Non-GAAP Reconciliation

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Yearly 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	Separation - related items	Transactional / product / litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 38)
Revenues	\$19,131	-	-	-	-	-	-	-	-	-	\$19,131	
Gross Profit	\$8,630	\$1,398	-	-	-	\$63	\$41	-	-	-	\$10,132	1,4,5
% Revenues	45.1%										53.0%	
SSG&A	\$4,719	(\$11)	-	-	-	-	(\$1)	-	-	-	\$4,707	1,5
% Revenues	24.7%										24.6%	
R&D	\$1,279	(\$7)	-	-	-	-	(\$92)	-	-	-	\$1,181	1,5
% Revenues	6.7%										6.2%	
Operating Income	\$2,250	\$1,416	\$135	\$44	(\$0)	\$266	\$134	-	-	-	\$4,244	1,2,3,4,5
Operating Margin	11.8%										22.2%	
Net interest expense	(\$460)	(\$7)	-	-	-	-	-	-	\$6	-	(\$460)	1
Other Income, Net	(\$99)	(\$5)	-	-	-	\$6	-	(\$46)	\$178	-	\$36	1,4,6
Income Tax Provision	\$88	-	-	-	-	-	-	-	-	\$348	\$435	
Effective Tax Rate	5.2%										11.4%	
Net Income from Continuing Operations	\$1,604	\$1,405	\$135	\$44	(\$0)	\$272	\$134	(\$46)	\$185	(\$348)	\$3,384	1,2,3,4,5,6
% Revenues	8.4%										17.7%	
Diluted Earnings per Share from Continuing Operations	\$5.18	\$4.82	\$0.46	\$0.15	\$0.00	\$0.93	\$0.46	(\$0.16)	\$0.63	(\$1.19)	\$11.28	1,2,3,4,5,6

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, 2022 Compared With Twelve Months Ended September 30, 2021

(Unaudited, \$ in millions, except per share data)	(A) FY22 Adjusted (Non-GAAP)	(B) FY21 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	\$18,870	\$19,131	(\$261)	(1.4%)	(\$432)	\$171	0.9%
Gross Profit	\$10,088	\$10,132	(\$44)	(0.4%)	(\$71)	\$27	0.3%
% Revenues	53.5%	53.0%					
Adjusted FXN % Revenues	52.6%						
SSG&A	\$4,699	\$4,707	(\$8)	(0.2%)	(\$102)	\$94	2.0%
% Revenues	24.9%	24.6%					
Adjusted FXN % Revenues	24.9%						
R&D	\$1,161	\$1,181	(\$20)	(1.7%)	(\$11)	(\$10)	(0.8%)
% Revenues	6.1%	6.2%					
Adjusted FXN % Revenues	6.1%						
Operating Income	\$4,266	\$4,244	\$21	0.5%	\$41	(\$19)	(0.5%)
Operating margin	22.6%	22.2%					
Adjusted FXN Operating margin	21.9%						
Net interest expense	(\$388)	(\$460)	\$72	(15.7%)	\$4	\$68	(14.8%)
Other Income, Net	(\$12)	\$36	(\$48)	(134.9%)	(\$14)	(\$34)	(95.2%)
Income tax provision	\$514	\$435	\$79	18.1%	\$4	\$75	17.1%
Effective tax rate	13.3%	11.4%					
Net Income from Continuing Operations	\$3,351	\$3,384	(\$33)	(1.0%)	\$26	(\$60)	(1.8%)
% Revenues	17.8%	17.7%					
Diluted Earnings per Share from Continuing Operations	\$11.35	\$11.28	\$0.07	0.6%	\$0.09	(\$0.02)	(0.2%)



Please note:

(A) refers to the adjusted figures for the twelve-month period ended September 30, 2022 from slide 39
(B) refers to the adjusted figures for the twelve-month period ended September 30, 2021 from slide 40

Supplemental Non-GAAP Reconciliation – Revenues by Business Segments and Units

For the Three Months ended September 30,

(Unaudited; \$ in millions)	A 2022	B 2021	C FX Impact	D=(A-B)/B	E=(A-B-C)/B
				% Change	
				Reported	FXN
BD MEDICAL					
Medication Delivery Solutions ⁽¹⁾	\$1,101	\$1,055	(\$38)	4.4%	8.0%
Medication Management Solutions	\$695	\$639	(\$18)	8.7%	11.5%
Pharmaceutical Systems ⁽¹⁾	\$581	\$552	(\$42)	5.2%	12.8%
TOTAL BD MEDICAL REVENUES FROM CONTINUING OPERATIONS	\$2,377	\$2,246	(\$98)	5.8%	10.2%
BD LIFE SCIENCES					
Integrated Diagnostic Solutions	\$930	\$1,180	(\$47)	(21.2%)	(17.2%)
Biosciences	\$358	\$352	(\$21)	1.6%	7.5%
TOTAL BD LIFE SCIENCES REVENUES	\$1,287	\$1,532	(\$67)	(15.9%)	(11.6%)
BD INTERVENTIONAL					
Surgery	\$347	\$336	(\$7)	3.2%	5.4%
Peripheral Intervention	\$432	\$429	(\$17)	0.8%	4.8%
Urology and Critical Care	\$318	\$306	(\$10)	3.8%	7.2%
TOTAL BD INTERVENTIONAL REVENUES	\$1,097	\$1,071	(\$35)	2.4%	5.7%
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$4,761	\$4,849	(\$200)	(1.8%)	2.3%



Supplemental Non-GAAP Reconciliation – Revenues by Business Segments and Units

For the Twelve Months ended September 30,

(Unaudited; \$ in millions)	A 2022	B 2021	C FX Impact	D=(A-B)/B	E=(A-B-C)/B
				% Change	
				Reported	FXN
BD MEDICAL					
Medication Delivery Solutions ⁽¹⁾	\$4,308	\$4,101	(\$71)	5.0%	6.8%
Medication Management Solutions	\$2,533	\$2,432	(\$36)	4.1%	5.6%
Pharmaceutical Systems ⁽¹⁾	\$2,001	\$1,828	(\$92)	9.5%	14.5%
TOTAL BD MEDICAL REVENUES FROM CONTINUING OPERATIONS	\$8,841	\$8,361	(\$199)	5.7%	8.1%
BD LIFE SCIENCES					
Integrated Diagnostic Solutions	\$4,185	\$5,225	(\$115)	(19.9%)	(17.7%)
Biosciences	\$1,379	\$1,305	(\$43)	5.7%	9.0%
TOTAL BD LIFE SCIENCES REVENUES	\$5,564	\$6,530	(\$158)	(14.8%)	(12.4%)
BD INTERVENTIONAL					
Surgery	\$1,400	\$1,296	(\$16)	8.0%	9.3%
Peripheral Intervention	\$1,759	\$1,711	(\$34)	2.8%	4.8%
Urology and Critical Care	\$1,305	\$1,232	(\$24)	5.9%	7.8%
TOTAL BD INTERVENTIONAL REVENUES	\$4,464	\$4,239	(\$75)	5.3%	7.1%
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$18,870	\$19,131	(\$432)	(1.4%)	0.9%



Supplemental Non-GAAP Reconciliation – Revenues by Geographic Regions

For the Three Months ended September 30,

(Unaudited; \$ in millions)	A 2022	B 2021	C FX Impact	D=(A-B)/B E=(A-B-C)/B	
				% Change	
				Reported	FXN
United States	\$2,708	\$2,649	\$0	2.2%	2.2%
International	\$2,053	\$2,200	(\$200)	(6.7%)	2.4%
Developed Markets	\$3,984	\$4,122	(\$169)	(3.4%)	0.7%
Emerging Markets	\$777	\$727	(\$31)	6.9%	11.2%
China	\$380	\$330	(\$13)	15.0%	19.0%
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$4,761	\$4,849	(\$200)	(1.8%)	2.3%

For the Twelve Months ended September 30,

(Unaudited; \$ in millions)	A 2022	B 2021	C FX Impact	D=(A-B)/B E=(A-B-C)/B	
				% Change	
				Reported	FXN
United States	\$10,722	\$10,371	\$0	3.4%	3.4%
International	\$8,148	\$8,760	(\$432)	(7.0%)	(2.1%)
Developed Markets	\$15,966	\$16,453	(\$384)	(3.0%)	(0.6%)
Emerging Markets	\$2,904	\$2,677	(\$48)	8.5%	10.2%
China	\$1,393	\$1,262	\$2	10.3%	10.1%
TOTAL REVENUES FROM CONTINUING OPERATIONS	\$18,870	\$19,131	(\$432)	(1.4%)	0.9%

Supplemental Non-GAAP Reconciliation – Net Leverage

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, 2022

Reported GAAP net income from continuing operations	\$1,635
Adjusted for:	
Depreciation and amortization expense	\$2,229
Interest expense	\$398
Income taxes	\$148
Share-based compensation	\$233
Integration costs pre-tax ⁽¹⁾	\$68
Restructuring costs pre-tax ⁽¹⁾	\$123
Separation and related costs pre-tax ⁽²⁾	\$20
Transaction (gain)/loss, product and other litigation-related matters pre-tax ⁽³⁾	\$174
European regulatory initiative-related costs pre-tax ⁽⁴⁾	\$146
Investment (gains)/losses and asset impairments pre-tax ⁽⁵⁾	\$94
Impacts of debt extinguishment pre-tax	\$24
Adjusted EBITDA	\$5,296
Short-Term Debt	\$2,179
Long-Term Debt	\$13,886
Less: Cash, Cash Equivalents and Short-Term Investments	(\$1,014)
Net Debt	\$15,051
Net Leverage ⁽⁶⁾	2.8x

(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) Includes net charges related to the estimate of probable future product remediation costs. It also includes amounts recorded for product liability reserves, including related legal defense costs.

(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 net gains and losses relating to certain investments, as well as an asset impairment charge.

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



Supplemental Non-GAAP Reconciliation – FY2023 Outlook Reconciliation

	<u>Full Year FY2022</u>	<u>Full Year FY2023 Outlook</u>	
	<u>(\$ in millions)</u>	<u>FX Neutral % Change</u>	<u>Reported Revenues</u>
BDX Reported Revenues from Continuing Operations	\$ 18,870		
Less: COVID-19-only Diagnostic Testing Revenues	\$ 511		
Base Business Revenues from Continuing Operations	<u>\$ 18,358</u>		
FY2023 Base Business Revenue Growth		+5.25% to +6.25%	
FY2023 COVID-19-Only Diagnostic Testing Revenues			~\$125 to \$175 million
Illustrative Foreign Currency (FX) Impact, based on FX spot rates			(~450) basis points
Total FY 2023 Revenues from Continuing Operations			\$18.6 to \$18.8 billion

Note - Base Business Revenues denotes total revenues less estimated revenues for COVID-19 only diagnostic testing

Supplemental Non-GAAP Reconciliation – FY2023 Outlook Reconciliation

	Full Year FY2022 from Continuing Operations	Full Year FY2023 Outlook Total Company
Reported Fully Diluted Earnings per Share	\$ 5.38	
Purchase accounting adjustments (\$1.431 billion pre-tax) ⁽¹⁾	4.98	
Integration costs (\$68 million pre-tax) ⁽²⁾	0.24	
Restructuring costs (\$123 million pre-tax) ⁽²⁾	0.43	
Separation and related costs (\$20 million pre-tax) ⁽³⁾	0.07	
Transaction gain/loss and product-related matters (\$174 million pre-tax) ⁽⁴⁾	0.60	
European regulatory initiative-related costs (\$146 million pre-tax) ⁽⁵⁾	0.51	
Investment gains/losses and asset impairments (\$94 million pre-tax) ⁽⁶⁾	0.33	
Impacts of debt extinguishment (\$24 million pre-tax)	0.08	
Income tax benefit of special items (\$366) million	(1.27)	
Adjusted Fully Diluted Earnings per Share	\$ 11.35	\$11.85 to \$12.10
Illustrative Foreign Currency (FX) Impact, based on FX spot rates		(~420) basis points
FX Neutral % Change		~+9% to +11%

(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 expense*, net and incurred in connection with the separation of BD's former Diabetes Care business.

(4) Includes a charge of \$72 million recorded to *Cost of products sold* to adjust the estimate of future product remediation costs, a charge of \$21 million to record product liability reserves, including related legal defense costs, to *Other operating expense*, net, and pension settlement costs of \$73 million.

(5) 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.

(6) Includes non-cash (gains) losses recorded within *Other expense*, net relating to certain investments and a noncash asset impairment charge of \$54 million which was recorded in *Cost of products sold*.



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