

2025 Annual Meeting of Shareholders

January 28, 2025



Advancing the
world of health™

Call to order



Tom Polen
Chairman, CEO and
President
(E)



William M. Brown
Director (C, G)



Catherine M. Burzik
Director (G, Q*)



Carrie L. Byington
Director (A, Q)



R. Andrew Eckert
Director (A, C*)



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



Jeffrey W.
Henderson
Director (A*, C)



Christopher Jones
Director (A, G*)



Timothy M. Ring
Director (A, Q)



Bertram L. Scott
Director (C, Q)



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

Meeting Matters

Introduction of Proposals

Proposals for 2025 Annual Meeting

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

Strategic and Business Update

2025 Annual Meeting of Shareholders

January 28, 2025



Tom Polen
Chairman, CEO, and President



Caution Concerning Forward-Looking Statements

This presentation and accompanying audio webcast contain certain estimates and other forward-looking statements (as defined under federal securities laws) regarding BD's future prospects and performance, including, but not limited to, future revenues, margins, earnings per share, leverage targets and capital deployment. All such statements are based upon current expectations of BD and involve a number of business risks and uncertainties. Actual results could vary materially from anticipated results described, implied or projected in any forward-looking statement. For a discussion of certain factors that could cause our actual results to differ from our expectations in any forward-looking statements see our November 7, 2024 earnings press release and our latest Annual Report on Form 10-K and other filings with the Securities and Exchange Commission. BD expressly disclaims any undertaking to update or revise any forward-looking statements set forth herein to reflect events or circumstances after the date hereof, except as required by applicable laws or regulations.

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 adjusted revenue, revenue growth rates on a currency-neutral, adjusted and organic basis, adjusted diluted earnings per share, adjusted operating margin, adjusted gross margin, net leverage, free cash flow and free cash flow conversion. 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 operating results, and to 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 7, 2024 earnings press release. Within these financial tables, certain columns and rows may not add due to the use of rounded numbers. Percentages and earnings per share amounts presented are calculated from the underlying amounts. Current and prior-year adjusted diluted earnings per share results exclude, among other things, the impact of purchase accounting adjustments, integration and restructuring costs, transaction and financing costs, spin-off related costs, certain regulatory costs, certain product remediation costs, certain legal matters, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. We also provide these measures, as well as revenue growth rates, 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 7, 2024 earnings press release.

Basis of Presentation

All dollar amounts presented are USD (\$) in millions, unless otherwise indicated, except per share figures. FXN denotes currency-neutral basis. Revenue and adjusted revenue year-over-year change comparisons are on an FXN basis unless otherwise noted.

Adjusted Revenues excludes the recognition of accruals resulting from recent developments relating to the Italian government medical device pay back legislation, as well as another legal matter, and which substantially relate to years prior to the current fiscal year.

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

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

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



Discovery and Diagnosis



Medication Delivery



Interventional Treatment

BD is an innovative med tech leader at the forefront of the most significant trends reshaping healthcare

Essential to healthcare delivery today...

~90% of hospital patients touched by a BD product

#1 in majority of served categories

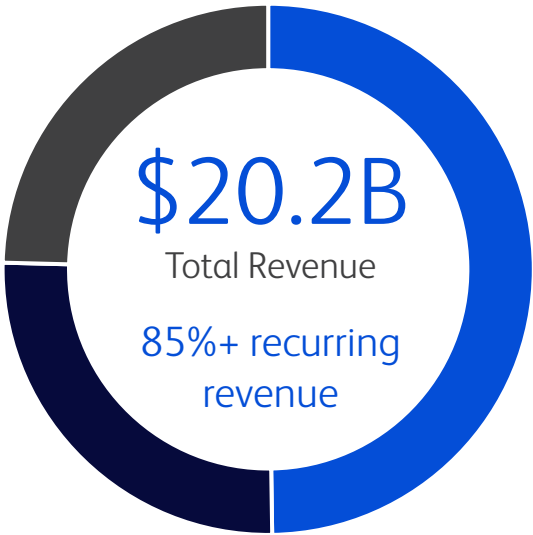
more than 38 billion devices made annually

...creating the healthcare of tomorrow

Using AI and robotics in connected care to transform efficiency and outcomes

Shift to new care settings

Applying medical technology to improve treatment of chronic disease



Revenue by Segment

BD Medical	\$10.1B
BD Life Sciences	\$5.2B
BD Interventional	\$5.0B

Revenue by Region

United States:	58%
Europe:	20%
China:	6%
Rest of World:	16%

FY24 reflects solid performance and meaningful progress advancing BD2025 strategy

Adj. Revenue

\$20.2B
+5.0% Organic

Adj. Operating
Margin

24.2%
+70 bps YoY

Adj. Diluted
EPS

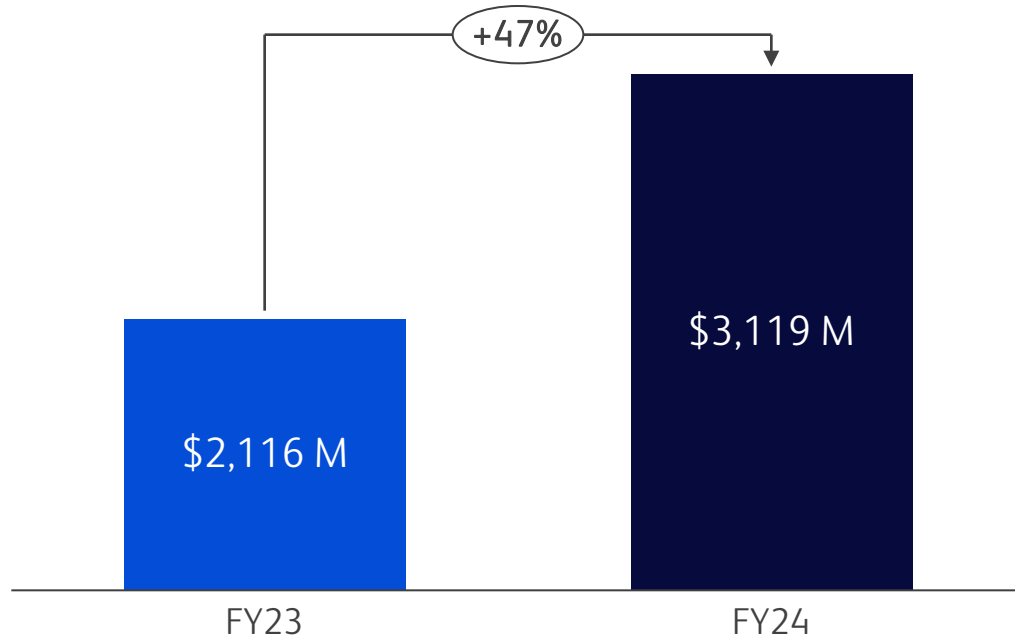
\$13.14
+7.6% YoY

Operating
Cash Flow

\$3.8B
YTD

- ✓ Made important advancements to **drive sustained growth** through **high-impact innovation** and **commercial excellence**
- ✓ **Broad-based revenue growth reflects strong volume growth and share gains** while navigating market dynamics in China and Bioscience-Pharma
- ✓ Continued **strong customer preference for the BD Alaris™ ‘Power of One’** and our Connected Medication Management strategy
- ✓ **Completed Advanced Patient Monitoring acquisition** and launched 20+ key new products across our platforms
- ✓ BD Excellence enabled **margin, earnings and free cash flow ahead of original expectations**
- ✓ Delivered **strong double-digit increase in free cash flow** (FCF) driving 82% FCF conversion

BD Excellence driving \$1B increase in free cash flow enabling BD2025 growth strategy



- **BD Excellence operating system** yielding strong results including improved inventory and capital expenditure efficiency
- **82%** free cash flow conversion
- **Returned \$1.6B of capital to shareholders** through dividends and share repurchases
- Balance sheet in a strong position with **net leverage of 3.0x**, in-line with expectations
- Plan to deploy **~\$1B towards share repurchases over the next 12 to 18 months**⁽¹⁾ while executing on net leverage commitment

Corporate Sustainability: Together We Advance



Received
Business Group on Health
“Best Employers:
Excellence in Health &
Well-being Award”



Named to
*Fortune’s 2024 list of
America’s Most
Innovative Companies*



Named a
“Best Place to Work”
for Disability Inclusion for
the sixth consecutive year

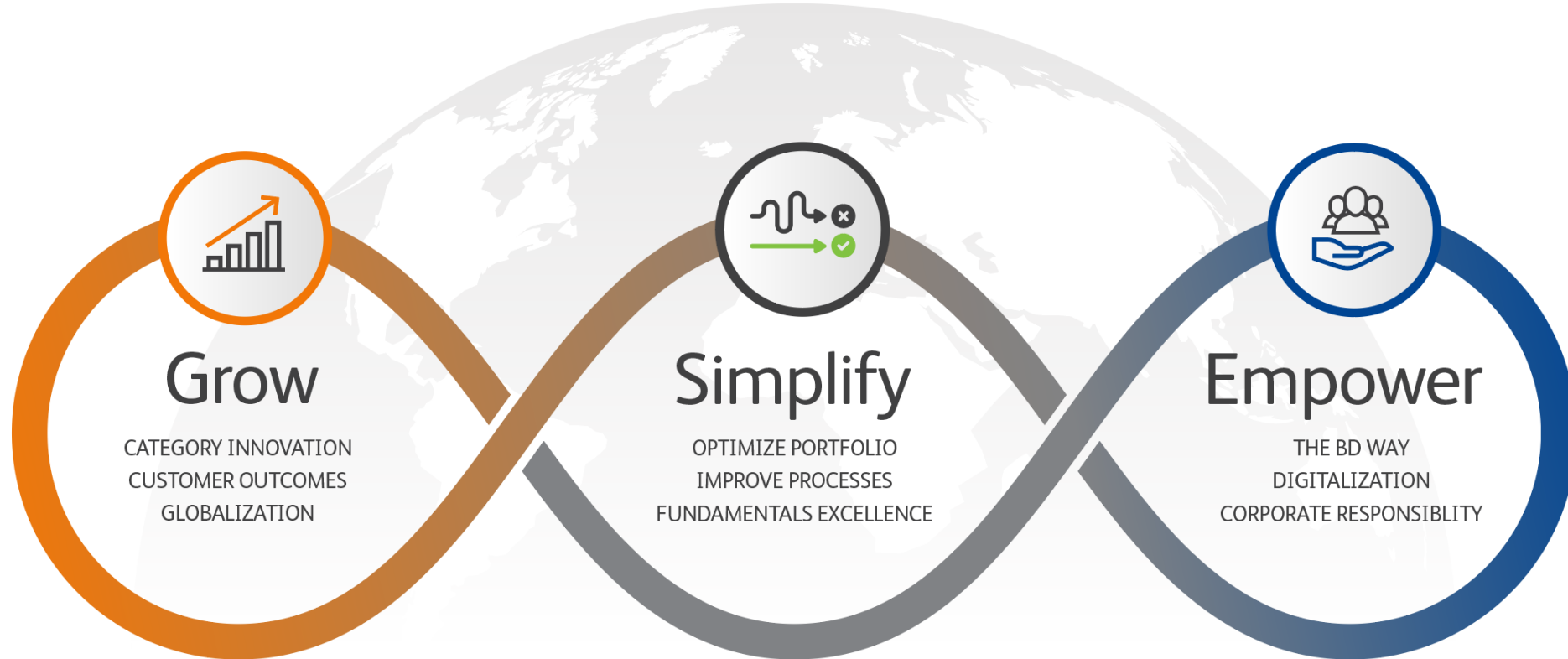


One of the first companies to
achieve the U.S. Health Care
Climate Council’s
**Climate Excellence
Standard**
for Health Sector Suppliers



Named among the
100 Best Corporate Citizens
of 2024 by 3BL

BD2025 is enabling the healthcare of today and helping customers thrive in the healthcare of tomorrow while creating long-term value for all stakeholders



Preliminary Voting Results

Questions and Answers

Meeting adjournment



Appendix

Glossary

AI	Artificial Intelligence	FY	Fiscal Year
Adj.	Adjusted	M	Million
B	Billion	R&D	Research and Development
BPS	Basis Points	SSG&A	Shipping, Selling, General and Administrative
CEO	Chief Executive Officer	TSA/LSA	Transitional Service Agreement/Logistics Services Agreement
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	USD	United States Dollar
EPS	Earnings Per Share	YoY or Y/Y	Year over Year
FCF	Free Cash Flow	YTD	Year To Date

Supplemental Reconciliation – Reported Revenue to Organic Revenue

For the Twelve Months Ended September 30,
(Unaudited; \$ in millions)

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2024	2023	FX Impact	% Change Reported	% Change FXN
TOTAL REVENUES	\$ 20,178	\$ 19,372	\$ (14)	4.2	4.2
Add: Reduction for government legislative and legal matters ⁽¹⁾	67	—	—	NM	NM
Adjusted Total Revenues	\$ 20,245	\$ 19,372	\$ (14)	4.5	4.6
Less: Inorganic revenue adjustment ⁽²⁾	74	140	—	(46.9)	(46.9)
Organic Revenue	\$ 20,171	\$ 19,232	\$ (14)	4.9	5.0
Pharmaceutical Systems Revenue	2,273	2,229	3	2.0	1.8
Biosciences Revenue	1,512	1,509	1	0.2	0.2
Less: Subtotal Pharmaceutical Systems and Biosciences Revenue	\$ 3,786	\$ 3,738	\$ 4	1.3	1.2
Total Organic MedTech and Diagnostics Businesses Revenue ⁽³⁾	\$ 16,385	\$ 15,494	\$ (18)	5.8	5.9

“NM” denotes that the percentage change is not meaningful.

- (1) Represents the recognition of accruals resulting from recent developments relating to the Italian government medical device pay back legislation, as well as another legal matter, and which substantially relate to years prior to the current fiscal year.
- (2) Inorganic revenue adjustment is defined as the amount of incremental revenue attributable to acquisitions and the revenue decline attributable to divestitures during the first 12 months post-acquisition/divestiture. Acquisitions include: Edwards Lifesciences’ Critical Care Product Group, which was renamed as BD Advanced Patient Monitoring, in the Medical Segment. Divestitures include: the sale of the Surgical Instrumentation platform in the Interventional Segment.
- (3) Total Organic MedTech and Diagnostics Businesses revenues is inclusive of organic revenues attributable to: Medication Delivery Solutions and Medication Management Solutions in the Medical Segment, Integrated Diagnostic Solutions in the Life Sciences Segment, and Surgery, Peripheral Intervention, and Urology and Critical Care in the Interventional Segment.

Supplemental Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

For the Twelve Months Ended September 30,
(Unaudited)

	Twelve Months Ended September 30,						
	2024	2023	Change	FX Impact	FXN Change	Change %	FXN Change %
Reported Diluted Earnings per Share from Continuing Operations	\$ 5.93	\$ 5.10	\$ 0.83	\$ (0.56)	\$ 1.39	16.3 %	27.3 %
Purchase accounting adjustments (\$1.503 billion and \$1.434 billion pre-tax, respectively) ⁽¹⁾	5.16	4.97	—	—	—	—	—
Integration costs (\$23 million and \$67 million pre-tax, respectively) ⁽²⁾	0.08	0.23	—	—	—	—	—
Restructuring costs (\$387 million and \$239 million pre-tax, respectively) ⁽²⁾	1.33	0.83	—	0.01	—	—	—
Transaction Costs (\$48 million pre-tax) ⁽³⁾	0.17	—	—	—	—	—	—
Financing Costs ((\$8) million pre-tax) ⁽³⁾	(0.03)	—	—	—	—	—	—
Separation-related items (\$13 million and \$14 million pre-tax, respectively) ⁽⁴⁾	0.05	0.05	—	—	—	—	—
European regulatory initiative-related costs (\$104 million and \$139 million pre-tax, respectively) ⁽⁵⁾	0.36	0.48	—	—	—	—	—
Product, litigation, and other items (\$318 million and \$554 million pre-tax, respectively) ⁽⁶⁾	1.09	1.92	—	—	—	—	—
Tax impact of specified items and other tax related ((\$290) million and (\$399) million, respectively)	(1.00)	(1.38)	—	—	—	—	—
Adjusted Diluted Earnings per Share from Continuing Operations	\$ 13.14	\$ 12.21	\$ 0.93	\$ (0.55)	\$ 1.48	7.6 %	12.1 %

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

(2) Represents costs associated with integration and restructuring activities.

(3) Represents transaction costs and financing impacts associated with the acquisition of Edwards Lifesciences' Critical Care Product Group. The transaction costs are recorded in *Integration, restructuring and transaction expense* and the financing impacts are recorded in *Interest income* and *Interest expense*.

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

(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 certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain legal matters, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2024 reflects the recognition of \$67 million in accruals as an impact to *Revenues* resulting from recent developments relating to the Italian government medical device pay back legislation, as well as another legal matter, and which substantially relate to years prior to our current fiscal year. The amount in 2024 also reflects charges to *Other operating expense (income), net* related to legal matters, including a \$175 million charge to accrue an estimated liability for the SEC investigation with respect to, among other things, certain reporting issues involving BD Alaris™ infusion pumps included in SEC disclosures prior to 2021, based on discussions with the SEC with respect to a potential resolution of this matter. The Company cannot anticipate the timing, scope, outcome or ultimate impact of the SEC investigation, financial or otherwise, including but not limited to what actions the SEC might pursue against the Company and/or individuals. As a result, the ultimate resolution is unknown at this time, and it is possible that the amount of the Company's liability could significantly exceed its currently accrued amount. The amount in 2023 includes a charge of \$653 million to adjust the estimate of future product remediation costs to *Cost of products sold* and a charge of \$57 million related to pension settlement costs to *Other expense, net*. The amount in 2023 also includes a gain of \$268 million related to the sale of our Surgical Instrumentation platform recorded to *Other operating expense (income), net*.

Supplemental Reconciliation

For the Twelve Months Ended September 30, 2024

(Unaudited; \$ in millions, except per share data)

	Reported (GAAP)	Purchase accounting adjustments	Integration costs	Restructuring costs	Transaction costs	Financing costs	Separation - related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Income tax benefit of special items	Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment ⁽¹⁾
Revenues	\$ 20,178	-	-	-	-	-	-	-	\$ 67	-	-	\$ 20,245	6
Gross Profit	\$ 9,152	\$ 1,509	-	-	-	-	-	\$ 43	\$ 87	-	-	\$ 10,791	1,5,6
% Revenues	45.4%											53.3%	
SSG&A	\$ 4,857	\$ 1	-	-	-	-	-	\$ (1)	\$ (60)	-	-	\$ 4,796	1,5,6
% Revenues	24.1%											23.7%	
R&D	\$ 1,190	-	-	-	-	-	-	\$ (60)	\$ (4)	-	-	\$ 1,126	5,6
% Revenues	5.9%											5.6%	
Integration, restructuring and transaction expense	\$ 458	-	\$ (23)	\$ (387)	\$ (48)	-	-	-	-	-	-	-	2,3
% Revenues	2.3%											0.0%	
Other Operating (Income)/Expense, net	\$ 222	-	-	-	-	-	\$ (13)	-	\$ (218)	\$ (27)	-	\$ (35)	4,6
% Revenues	1.1%											(0.2%)	
Operating Income	\$ 2,425	\$ 1,508	\$ 23	\$ 387	\$ 48	-	\$ 13	\$ 104	\$ 369	\$ 27	-	\$ 4,904	1,2,3,4,5,6
Operating Margin	12.0%											24.2%	
Net interest expense	\$ (364)	\$ (5)	-	-	-	\$ (8)	-	-	-	-	-	\$ (377)	1,3
Other Income (Expense), Net	\$ (28)	-	-	-	-	-	-	-	\$ (51)	\$ (27)	-	\$ (106)	6
Income Tax Provision	\$ 307										\$ 290	\$ 597	
Effective Tax Rate	15.1%											13.5%	
Net Income	\$ 1,726	\$ 1,503	\$ 23	\$ 387	\$ 48	\$ (8)	\$ 13	\$ 104	\$ 318	-	\$ (290)	\$ 3,824	1,2,3,4,5,6
% Revenues	8.6%											18.9%	
Diluted Earnings per Share	\$ 5.93	\$ 5.16	\$ 0.08	\$ 1.33	\$ 0.17	\$ (0.03)	\$ 0.05	\$ 0.36	\$ 1.09	-	\$ (1.00)	\$ 13.14	1,2,3,4,5,6

Supplemental Reconciliation

For the Twelve Months Ended September 30, 2023

(Unaudited; \$ in millions, except per share data)

	Reported (GAAP)	Purchase accounting adjustments	Integration costs	Restructuring costs	Separation- related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Income tax benefit of special items	Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment ⁽¹⁾
Revenues	\$ 19,372	-	-	-	-	-	-	-	-	\$ 19,372	
Gross Profit	\$ 8,169	\$ 1,452	-	-	-	\$ 53	\$ 690	-	-	\$ 10,365	1,5,6
% Revenues	42.2%									53.5%	
SSG&A	\$ 4,719	\$ 13	-	-	-	\$ (3)	-	-	-	\$ 4,729	1,5
% Revenues	24.4%									24.4%	
R&D	\$ 1,237	-	-	-	-	\$ (83)	-	-	-	\$ 1,154	5
% Revenues	6.4%									6.0%	
Integration, restructuring and transaction expense	\$ 313	-	\$ (67)	\$ (239)	-	-	\$ (7)	-	-	-	2,6
% Revenues	1.6%									0.0%	
Other Operating (Income)/Expense, net	\$ (210)	-	-	-	\$ (14)	-	\$ 210	\$ (60)	-	\$ (74)	4,6
% Revenues	(1.1%)									(0.4%)	
Operating Income	\$ 2,111	\$ 1,439	\$ 67	\$ 239	\$ 14	\$ 139	\$ 487	\$ 60	-	\$ 4,557	1,2,4,5,6
Operating Margin	10.9%									23.5%	
Net interest expense	\$ (403)	\$ (5)	-	-	-	-	-	-	-	\$ (408)	1
Other Income (Expense), Net	\$ (46)	-	-	-	-	-	\$ 67	\$ (60)	-	\$ (38)	6
Income Tax Provision	\$ 132								\$ 399	\$ 530	
Effective Tax Rate	7.9%									12.9%	
Net Income	\$ 1,530	\$ 1,434	\$ 67	\$ 239	\$ 14	\$ 139	\$ 554	-	\$ (399)	\$ 3,580	1,2,4,5,6
% Revenues	7.9%									18.5%	
Diluted Earnings per Share	\$ 5.10	\$ 4.97	\$ 0.23	\$ 0.83	\$ 0.05	\$ 0.48	\$ 1.92	-	\$ (1.38)	\$ 12.21	1,2,4,5,6

Supplemental Reconciliation

Change in Twelve Months Ended September 30, 2024 Compared With Twelve Months Ended September 30, 2023
(Unaudited; \$ in millions, except per share data)

	(A)	(B)	(C) = (A) - (B)	(D) = (C) / (B)
	Adjusted (Non-GAAP) FY24	Adjusted (Non-GAAP) FY23	Adjusted (Non-GAAP) \$ Change	Adjusted (Non-GAAP) % Change
Revenues	\$ 20,245	\$ 19,372	\$ 873	4.5%
Gross Profit	\$ 10,791	\$ 10,365	\$ 426	4.1%
% Revenues	53.3%	53.5%		
SSG&A	\$ 4,796	\$ 4,729	\$ 68	1.4%
% Revenues	23.7%	24.4%		
R&D	\$ 1,126	\$ 1,154	\$ (28)	(2.4%)
% Revenues	5.6%	6.0%		
Other Operating (Income)/Expense, net	\$ (35)	\$ (74)	\$ 39	52.9%
% Revenues	(0.2%)	(0.4%)		
Operating Income	\$ 4,904	\$ 4,557	\$ 347	7.6%
Operating Margin	24.2%	23.5%		
Net interest expense	\$ (377)	\$ (408)	\$ 31	(7.6%)
Other Income (Expense), Net	\$ (106)	\$ (38)	\$ (68)	(177.7%)
Income Tax Provision	\$ 597	\$ 530	\$ 66	12.5%
Effective Tax Rate	13.5%	12.9%		
Net Income	\$ 3,824	\$ 3,580	\$ 244	6.8%
% Revenues	18.9%	18.5%		
Diluted Earnings per Share	\$ 13.14	\$ 12.21	\$ 0.93	7.6%

Supplemental Reconciliation – Net Leverage, Free Cash Flow and FCF Conversion

For the Twelve Months Ended September 30, 2024
(Unaudited; Amounts in millions)

Reported GAAP net income from continuing operations	\$ 1,726
Adjusted for:	
Depreciation, amortization and other	\$ 2,250
Interest expense	\$ 528
Income taxes	\$ 307
Share-based compensation	\$ 247
Integration costs, pre-tax ⁽¹⁾	\$ 23
Restructuring costs, pre-tax ⁽¹⁾	\$ 387
Transaction costs, pre-tax ⁽²⁾	\$ 48
Separation-related items, pre-tax ⁽³⁾	\$ 13
European regulatory initiative-related costs, pre-tax ⁽⁴⁾	\$ 104
Product, litigation, and other items, pre-tax ⁽⁵⁾	\$ 318
Adjusted EBITDA	\$ 5,951
Short-Term Debt	\$ 2,170
Long-Term Debt	\$ 17,940
Less: Cash, Cash Equivalents and Short-Term Investments	\$ (2,162)
Net Debt	\$ 17,948
Net Leverage ⁽⁶⁾	3.0x

- (1) Represents costs associated with integration and restructuring activities, as well as costs associated with simplification and cost saving initiatives.
- (2) Represents transaction costs associated with the acquisition of Edwards Lifesciences' Critical Care Product Group. The transaction costs are recorded in *Integration, restructuring and transaction expense*.
- (3) Represents costs recorded to *Other operating expense (income)*, net incurred in connection with the separation of BD's former Diabetes Care business.
- (4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.
- (5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain legal matters, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2024 reflects the recognition of \$67 million in accruals as an impact to *Revenues* resulting from recent developments relating to the Italian government medical device pay back legislation, as well as another legal matter, and which substantially relate to years prior to our current fiscal year, as well as charges to *Other operating expense (income)*, net related to legal matters, including a \$175 million charge to accrue an estimated liability for the SEC investigation with respect to, among other things, certain reporting issues involving BD Alaris™ infusion pumps included in SEC disclosures prior to 2021, based on discussions with the SEC with respect to a potential resolution of this matter. The Company cannot anticipate the timing, scope, outcome or ultimate impact of the SEC investigation, financial or otherwise, including but not limited to what actions the SEC might pursue against the Company and/or individuals. As a result, the ultimate resolution is unknown at this time, and it is possible that the amount of the Company's liability could significantly exceed its currently accrued amount.
- (6) Net Leverage is calculated by dividing Net Debt by Adjusted EBITDA.

For the Twelve Months Ended September 30, 2024
(Unaudited; Amounts in millions)

	A	B	C=A-B	D=C/B
	2024	2023	Change	% Change
Net Cash Provided by Continuing Operating Activities	\$ 3,844	\$ 2,990	\$ 854	28.6%
Less: Capital Expenditures	\$ (725)	\$ (874)	\$ 149	(17.0%)
Free Cash Flow	\$ 3,119	\$ 2,116	\$ 1,003	47.4%
Adjusted Net Income ⁽¹⁾	\$ 3,824	\$ 3,580	\$ 244	6.8%
Free Cash Flow Conversion ⁽²⁾	82%	59%	22%	

Note: Amounts may not add due to rounding.

- (1) Refers to the adjusted figures for the twelve-month periods ended September 30, 2024 and September 30, 2023 from slide 24.
- (2) FCF conversion is calculated by dividing free cash flow by adjusted net income.



**Advancing the
world of health™**

