

Q2 FY24 Earnings Presentation

May 2, 2024



Advancing the
world of health™

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 May 2, 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. The guidance in this presentation is only effective as of the date given, May 2, 2024 and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance. Distribution or reference of this deck following May 2, 2024 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 revenue growth rates on a currency-neutral basis, adjusted diluted earnings per share, organic revenue growth rates on a currency-neutral basis, adjusted operating margin, adjusted gross margin, net leverage and free cash flow. 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 May 2, 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, spin related costs, certain regulatory costs, certain product remediation costs, certain litigation-related items, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs.

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 May 2, 2024 earnings press release.

Q2 results reflect strong execution of our BD 2025 strategy

- ✓ Significant **organic revenue growth acceleration** driven by strong volumes
- ✓ **All-time record number of BD Alaris™ pumps** manufactured and shipped
- ✓ **Strong margin execution** drove significant sequential improvement
- ✓ **Operating cash flow more than doubled** YTD with BD Excellence driving working capital efficiencies
- ✓ **Raising full-year adjusted EPS guidance** and reaffirming strong organic revenue growth

“Second quarter performance reflects our strategy in action and the strength of our diverse portfolio. Our focus on BD Excellence and execution enabled strong operating margin and cash flow within the quarter. We enter the back half of fiscal 2024 with continued momentum giving us the confidence to again raise our fiscal 2024 earnings guidance as we deliver on our BD 2025 commitments.”

Tom Polen
BD Chairman, CEO and President

BD Connected Medication Management Solutions deliver unique high impact benefits to customer, with a strong cadence of ongoing innovation

Best in class connected medication management portfolio combined with integrated BD analytics portal

Strong future innovation pipeline with integrated common services and rapid deployment of innovation

Pharmacy Workflow

- BD Pyxis™ Logistics
- BD Pyxis™ IV Prep
- BD Pyxis™ CiiSafe

Nursing Workflow

- BD Alaris™ Infusion System
 - BD Pyxis™ MedBank™
 - BD Pyxis™ Anesthesia Station
 - BD Pyxis™ MedStation™ ES
- Received Best in KLAS award for 5th consecutive year*



Data flow



- ✓ Accurate & safe drug delivery
 - ✓ Higher nursing compliance
 - ✓ Workflow optimization and efficiency:
- | | |
|-------------------|----------------------|
| ✓ Less waste | ✓ Fewer errors |
| ✓ Lower inventory | ✓ More hands-on time |



BD Alaris™ Infusion System

Planning upcoming 510(k) submissions (by end of CY2024) to include over-the-air technology for efficient software updates and advanced cybersecurity



Next-gen Pyxis™ ADC Solution

Advancing our cloud connectivity and secure storage leadership; streamlining pharmacy operations with data insights from advanced data and analytics tools

Broadening our leadership in the high-growth PVD platform

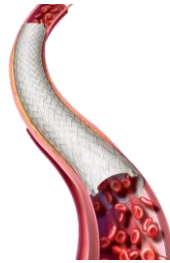
Improving Standard of Care for Portal Hypertension



BD Liverty™ TIPS Stent Graft

- >60 patients enrolled in ARCH pivotal IDE
- Accelerates BD's presence in the ~\$2B Venous market that is growing ~7%

Minimizing Access Site Complications



Low Profile Arterial Stent Graft For Treatment of PAD

- Received IDE approval December 2023
- First patient enrolled in AGILITY pivotal IDE February 2024

Next-gen DCB Platform



BD Scionix™ Sirolimus DCB

- PREVISION first in human enrollment completed December 2023
- SCION SFA pivotal IDE submission filed with FDA March 2024
- Evaluating the reduction of restenosis for BTK and SFA

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



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



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



Q2 FY24 Consolidated Performance Summary

Revenue

\$5.0B

+5.7% Organic

Adj. Operating Margin

24.3%

+160 bps YoY

Adj. EPS

\$3.17

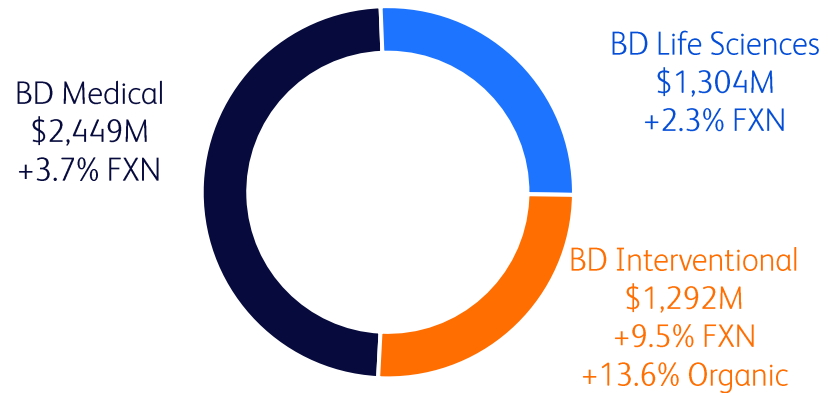
+10.8% YoY

Operating Cash Flow

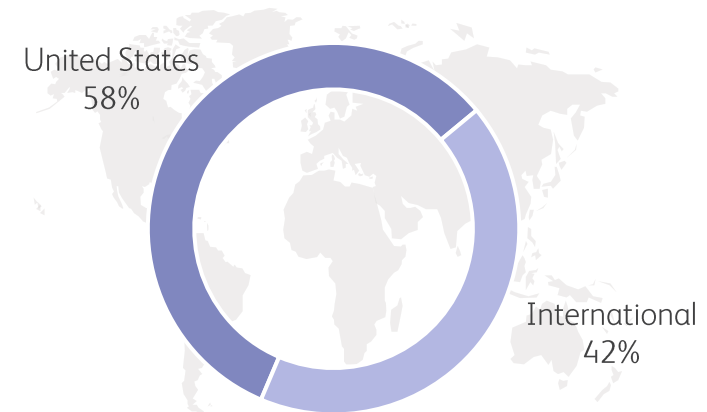
\$1.4B

YTD

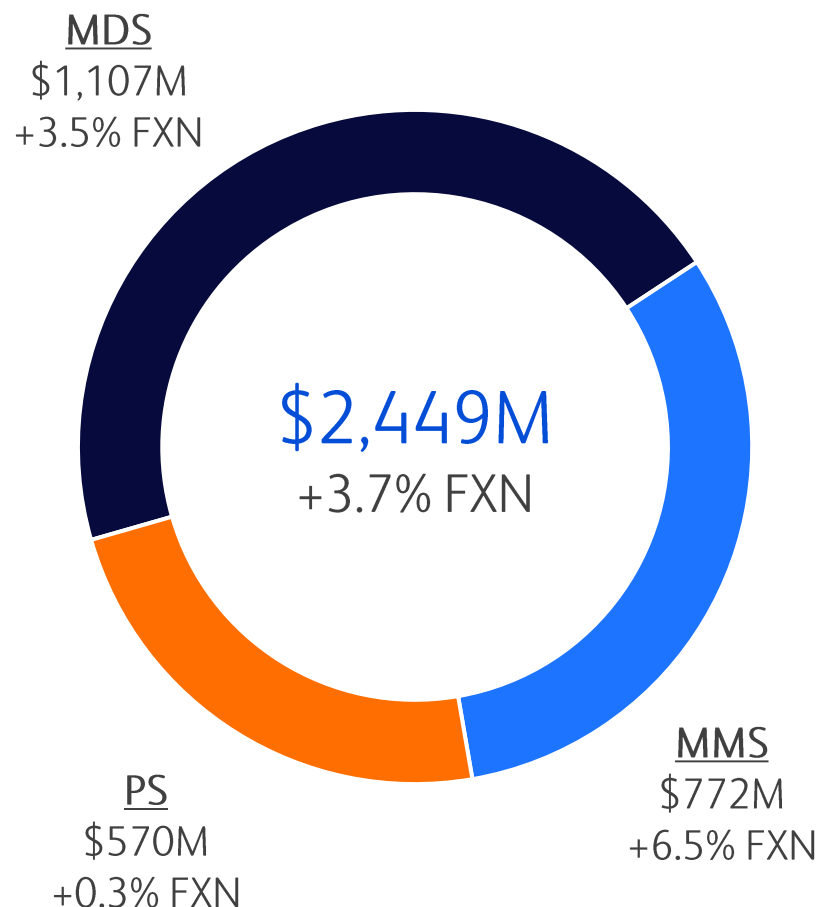
Revenue by segment



Revenue by geography



BD Medical: Q2 FY24 Revenue and Key Highlights



Medication Delivery Solutions

- **Broad portfolio growth:** Vascular Access Management, hypodermic products, non-dedicated infusion sets, partially offset by market dynamics in China

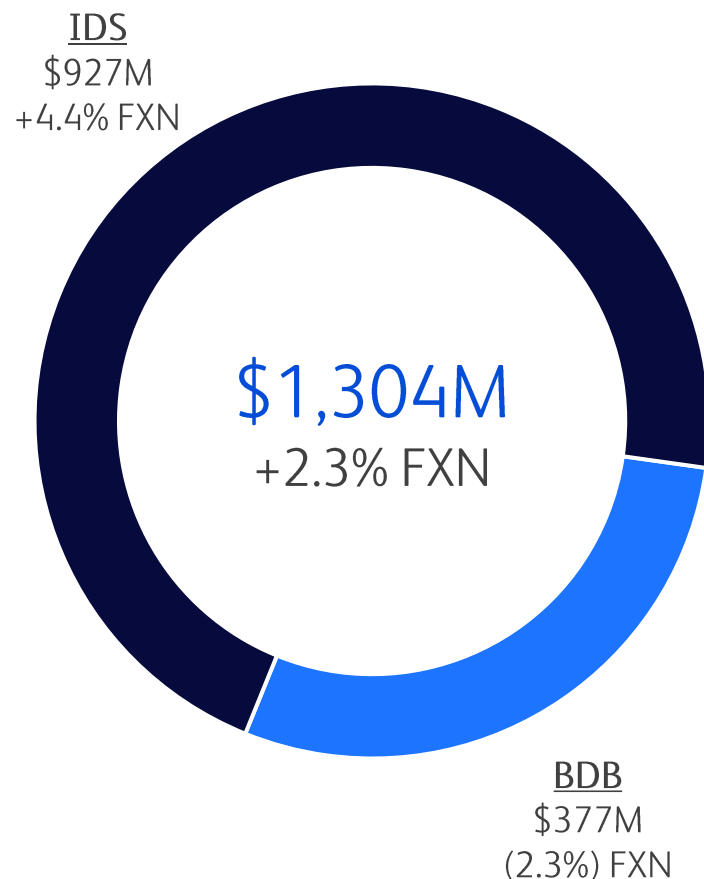
Medication Management Solutions

- **Infusion:** Double-digit growth reflects progress bringing the BD Alaris™ Infusion System up to the cleared version of the device and higher utilization of dedicated infusion sets
- **Dispensing / Pharmacy Automation:** Impacted by prior-year comparison and market dynamics, including the timing of capital installations

Pharmaceutical Systems

- **Biologics:** Continued strong demand for pre-fillable solutions
- **Anti-coagulants:** Impacted by transitory market dynamics including customer inventory de-stocking

BD Life Sciences: Q2 FY24 Revenue and Key Highlights



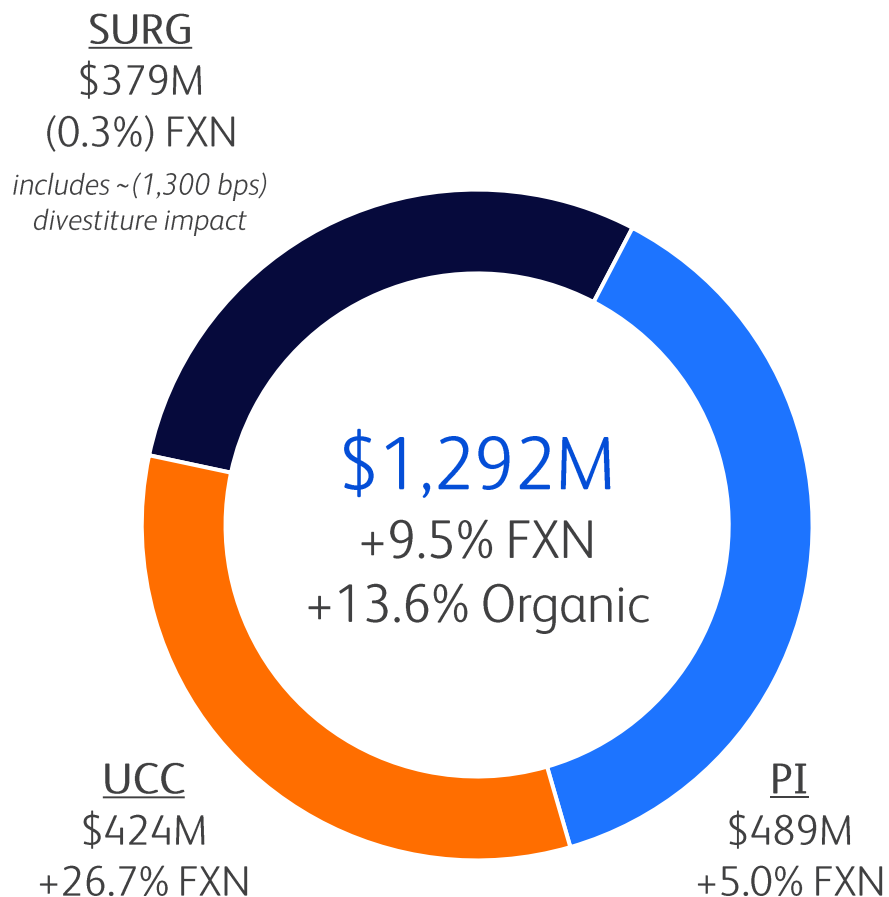
Integrated Diagnostic Solutions

- **Microbiology:** High-single digit growth in Blood Culture, TB and ID/AST
- **Specimen Management:** Broad volume strength across the BD Vacutainer™ portfolio

Biosciences

- **Clinical / Research Instruments:** Decline primarily driven by prior-year comparison including licensing revenue as expected and transitory market dynamics in select customer segments
- **Clinical Reagents:** High-single digit growth driven by growing FACSLytic™ Clinical Cell Analyzer and FACSDuet™ Sample Preparation System installed base

BD Interventional: Q2 FY24 Revenue and Key Highlights



Surgery

- **Advanced Repair & Reconstruction:** Double-digit growth in Phasix™ hernia resorbable scaffold reflects continued worldwide adoption
- **Infection Prevention:** Double-digit growth in ChloroPrep™ from strong US demand and timing of customer orders
- **Surgical Instrumentation Platform Divestiture:** Impact of ~(1,300 bps)

Peripheral Intervention

- **Peripheral Vascular Disease:** Double-digit growth driven by global penetration of Rotarex™ Atherectomy System and Venclose™ RF Ablation System

Urology and Critical Care

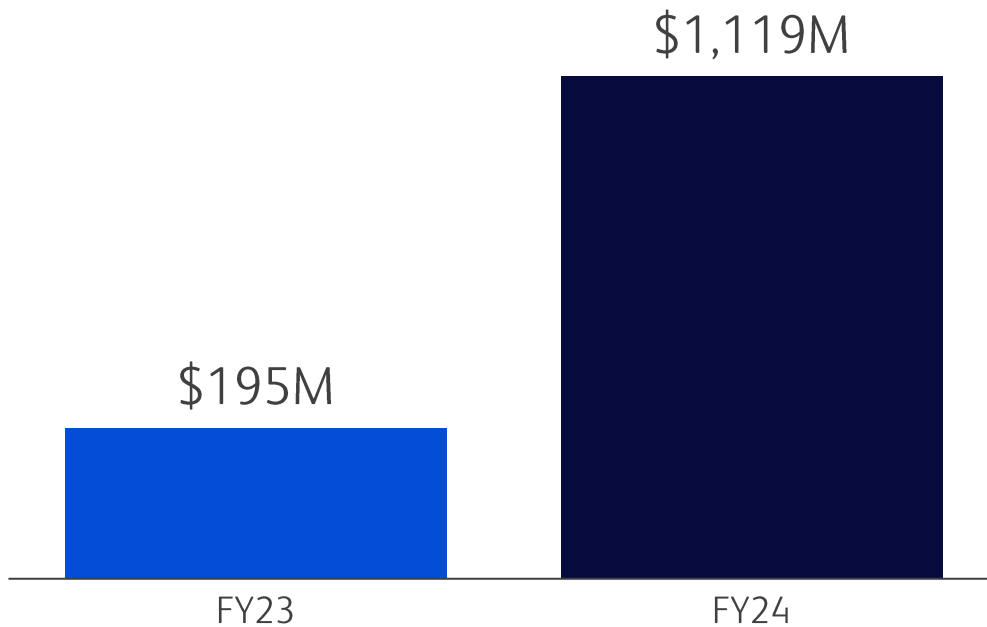
- **PureWick™:** Licensing revenue and strong double-digit growth in PureWick™ franchise driven by continued adoption in acute and home care settings

Q2 FY24 Adjusted Income Statement

(As adjusted) \$ in millions, except per share data	Q2 FY24	Q2 FY23	Y/Y Δ	FXN Y/Y Δ
Revenues	\$5,045	\$4,821	4.6%	4.7%
<i>Organic revenue growth</i>				5.7%
Gross Profit	\$2,674	\$2,614	2.3%	2.8%
Gross margin	53.0%	54.2%	(120) bps	(100) bps
SSG&A	\$1,172	\$1,219	(3.9%)	(3.9%)
% of revenues	23.2%	25.3%	(210) bps	(210) bps
R&D	\$284	\$316	(10.1%)	(10.3%)
% of revenues	5.6%	6.5%	(90) bps	(90) bps
Other Operating (Income) expense, net	(\$10)	(\$14)	32.5%	32.1%
Operating Income	\$1,228	\$1,093	12.4%	13.5%
Operating margin	24.3%	22.7%	160 bps	190 bps
Interest / Other, net	(\$124)	(\$116)	7.0%	2.2%
Tax Rate	16.6%	14.1%	250 bps	N/A
Net Income	\$921	\$840	9.7%	11.5%
Preferred Dividend	---	\$23		
Net Income Applicable to Common Shareholders	\$921	\$817		
Average diluted common shares	290	286		
Adjusted Earnings per Share	\$3.17	\$2.86	10.8%	12.6%

Q2 FY24 YTD Free Cash Flow

Stronger cash flows enabling our growth strategy



- **BD Excellence operating system** yielding strong results
- **Returned over \$1B of capital YTD to shareholders** through dividends and share repurchases
- Balance sheet in a strong position with **net leverage of 2.6x**

FY24 Guidance Summary

	May 2, 2024	February 1, 2024	Comments
Organic revenue growth (FXN)	5.5% to 6.25% Midpoint of 5.875%	5.5% to 6.25% Midpoint of 5.875%	<ul style="list-style-type: none"> Segment growth expectations relative to BDX organic growth range: <ul style="list-style-type: none"> Medical in-line, Life Sciences below and Interventional above
Revenue growth (FXN)	4.75% to 5.5% Midpoint of 5.125%	4.75% to 5.5% Midpoint of 5.125%	<ul style="list-style-type: none"> Includes ~(75 bps) impact from sale of Surgical Instrumentation platform
Estimated FX impact	~(65 bps)	~(25 bps)	<ul style="list-style-type: none"> Based on current spot rates and currency mix (Euro = 1.07 USD for rest of year)
Estimated total company reported revenue	~\$20.1B to \$20.3B	~\$20.2B to \$20.4B	
Adjusted operating margin	At least 50 bps improvement <i>vs. 23.5% in FY23</i>	~50 bps improvement <i>vs. 23.5% in FY23</i>	<ul style="list-style-type: none"> Adjusted gross margin expected to be ~flat year-over-year
Interest / Other	~(\$480M) to (\$500M) <i>for the full year</i>	~(\$480M) to (\$500M) <i>for the full year</i>	
Effective tax rate	13% to 14.5% <i>vs. 12.9% in FY23</i>	13% to 15% <i>vs. 12.9% in FY23</i>	<ul style="list-style-type: none"> Q3 and Q4 expected to be fairly ratable at ~15%
Adjusted EPS	\$12.95 to \$13.15 +11¢ at midpoint to \$13.05	\$12.82 to \$13.06 +9¢ at midpoint to \$12.94	<ul style="list-style-type: none"> Includes ~(75 bps) from sale of Surgical Instrumentation platform

Note: indicates a change in guidance



Appendix

Our innovation pipeline - Over 100 new product launches expected by FY25⁽¹⁾

BD Medical

BD Life Sciences

BD Interventional

Recent innovation driving growth



Near and mid-term catalysts



Select pipeline products



Basis of Presentation

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

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

Guidance Considerations

Guidance does not contemplate a more significant escalation of macro complexity. Effective tax rate guidance assumes no major legislative or regulatory changes; it is not unusual for the rate to fluctuate quarterly given timing of discrete items. Estimated full year foreign currency impact reflects actual rates to date and current spot rates for the remainder of the year.

Glossary

ADC	Automated Dispensing Cabinets	HT	High Throughput	RF	Radiofrequency
Adj.	Adjusted	ID/AST	Identification & Antibiotic Susceptibility Testing	RVP	Respiratory Viral Panel
ATP	Automated Tablet Packager	IDE	Investigational Device Exemption	SFA	Superficial Femoral Artery
B	Billion	IDS	Integrated Diagnostics Solutions	SSG&A	Shipping, Selling, General and Administrative
BDB	Biosciences	IO	Intraosseous	ST	Sepra Technology
BPS	Basis Points	IV	Intravenous	STI	Sexually Transmitted Infection
BTK	Below the Knee	M	Million	SURG	Surgery
CEO	Chief Executive Officer	MDS	Medication Delivery Solutions	TB	Tuberculosis
CT/GC/TV2	Chlamydia/Gonorrhea/Trichomonas	mL	Milliliter	TIPS	Transjugular Intrahepatic Portosystemic Shunt
CY	Calendar Year	MMS	Medication Management Solutions	TSA/LSA	Transitional Service Agreement/Logistics Services Agreement
DCB	Drug Coated Balloon	PAD	Peripheral Arterial Disease	UCC	Urology & Critical Care
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	PI	Peripheral Intervention	USD	United States Dollar
EPS	Earnings Per Share	POC	Point of Care	VAB	Vacuum Assisted Biopsy
ES	Enterprise Server	PS	Pharmaceutical Systems	YoY or Y/Y	Year over Year
EU	European Union	PTA	Percutaneous Transluminal Angioplasty	YTD	Year To Date
FDA	Food and Drug Administration	PVD	Peripheral Vascular Disease	2H	2 nd Half of Fiscal Year
FY	Fiscal Year	Q	Quarter		
HPV	Human Papillomavirus	R&D	Research and Development		

Supplemental Reconciliation – Revenues by Business Segments and Units

For the Three Months Ended March 31,
(Unaudited; \$ in millions)

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2024	2023	FX Impact	% Change Reported	FXN
BD MEDICAL					
Medication Delivery Solutions	\$ 1,107	\$ 1,070	\$ —	3.5	3.5
Medication Management Solutions	772	723	1	6.7	6.5
Pharmaceutical Systems	570	567	1	0.6	0.3
TOTAL	\$ 2,449	\$ 2,360	\$ 2	3.8	3.7
BD LIFE SCIENCES					
Integrated Diagnostic Solutions	\$ 927	\$ 888	\$ —	4.3	4.4
Biosciences	377	386	(1)	(2.5)	(2.3)
TOTAL	\$ 1,304	\$ 1,275	\$ (1)	2.2	2.3
BD INTERVENTIONAL					
Surgery	\$ 379	\$ 381	\$ (1)	(0.5)	(0.3)
Peripheral Intervention	489	468	(3)	4.3	5.0
Urology and Critical Care	424	336	(2)	26.1	26.7
TOTAL	\$ 1,292	\$ 1,186	\$ (6)	9.0	9.5
TOTAL REVENUES	\$ 5,045	\$ 4,821	\$ (4)	4.6	4.7

Supplemental Reconciliation – Reported Revenue to Organic Revenue

For the Three Months Ended March 31,
(Unaudited; \$ in millions)

	A	B	C	D=(A-B-C)/B
	2024	2023	FX Impact	% Change FXN
TOTAL REVENUES	\$ 5,045	\$ 4,821	\$ (4)	4.7
Less: Inorganic revenue adjustment ⁽¹⁾	—	44	—	(100.0)
Organic Revenue	\$ 5,045	\$ 4,777	\$ (4)	5.7
BD INTERVENTIONAL REVENUES	\$ 1,292	\$ 1,186	\$ (6)	9.5
Less: Inorganic revenue adjustment ⁽¹⁾	—	44	—	(100.0)
BD Interventional Organic Revenue	\$ 1,292	\$ 1,142	\$ (6)	13.6

(1) Inorganic revenue adjustment is defined as the amount of incremental revenue attributable to acquisitions and the revenue decline attributable to divestitures during the first 12 months post-acquisition/divestiture. Divestitures include: the sale of the Surgical Instrumentation platform in the Interventional segment.

Supplemental Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

For the Three Months Ended March 31,
(Unaudited)

	2024	2023	Change	Foreign Currency Translation	Foreign Currency Neutral Change	Change %	Foreign Currency Neutral Change %
Reported Diluted Earnings per Share	\$ 1.85	\$ 1.53	\$ 0.32	\$ (0.05)	\$ 0.37	20.9%	24.2%
Purchase accounting adjustments (\$362 million and \$347 million pre-tax, respectively) ⁽¹⁾	1.25	1.21	—	—	—	—	—
Integration costs (\$4 million and \$29 million pre-tax, respectively) ⁽²⁾	0.01	0.10	—	—	—	—	—
Restructuring costs (\$98 million and \$33 million pre-tax, respectively) ⁽²⁾	0.34	0.11	—	—	—	—	—
Separation-related items (\$4 million and \$3 million pre-tax, respectively) ⁽³⁾	0.01	0.01	—	—	—	—	—
European regulatory initiative-related costs (\$24 million and \$37 million pre-tax, respectively) ⁽⁴⁾	0.08	0.13	—	—	—	—	—
Product, litigation, and other items ((\$19) million pre-tax) ⁽⁵⁾	(0.07)	—	—	—	—	—	—
Income tax benefit of special items ((\$88) million and (\$70) million, respectively)	(0.30)	(0.24)	—	—	—	—	—
Adjusted Diluted Earnings per Share	\$ 3.17	\$ 2.86	\$ 0.31	\$ (0.05)	\$ 0.36	10.8%	12.6%

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

(2) Represents costs associated with integration and restructuring activities, as well as costs associated with simplification and cost saving initiatives.

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

(4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain litigation-related items, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs.

Supplemental Reconciliation

For the Three Months ended March 31, 2024
(Unaudited; \$ in millions, except per share data)

	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment ⁽¹⁾
Revenues	\$ 5,045	-	-	-	-	-	-	-	-	\$ 5,045	
Gross Profit	\$ 2,304	\$ 361	-	-	-	\$ 9	-	-	-	\$ 2,674	1,4
% Revenues	45.7%									53.0%	
Adjusted FXN % Revenues										53.2%	
SSG&A	\$ 1,193	\$ (2)	-	-	-	-	\$ (19)	-	-	\$ 1,172	1,5
% Revenues	23.6%									23.2%	
Adjusted FXN % Revenues										23.2%	
R&D	\$ 299	-	-	-	-	\$ (15)	-	-	-	\$ 284	4
% Revenues	5.9%									5.6%	
Adjusted FXN % Revenues										5.6%	
Operating Income	\$ 734	\$ 363	\$ 4	\$ 98	\$ 4	\$ 24	\$ (8)	\$ 10	-	\$ 1,228	1,2,3,4,5
Operating Margin	14.5%									24.3%	
Adjusted FXN % Operating Margin										24.6%	
Net interest expense	\$ (99)	\$ (1)	-	-	-	-	-	-	-	\$ (101)	1
Other Income (Expense), Net	\$ (2)	-	-	-	-	-	\$ (11)	\$ (10)	-	\$ (23)	5
Income Tax Provision	\$ 96								\$ 88	\$ 183	
Effective Tax Rate	15.1%									16.6%	
Net Income	\$ 537	\$ 362	\$ 4	\$ 98	\$ 4	\$ 24	\$ (19)	-	\$ (88)	\$ 921	1,2,3,4,5
% Revenues	10.6%									18.3%	
Diluted Earnings per Share	\$ 1.85	\$ 1.25	\$ 0.01	\$ 0.34	\$ 0.01	\$ 0.08	\$ (0.07)	-	\$ (0.30)	\$ 3.17	1,2,3,4,5

Supplemental Reconciliation

For the Three Months ended March 31, 2023
(Unaudited; \$ in millions, except per share data)

	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	European Regulatory	TSA / LSA total	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment ⁽¹⁾
Revenues	\$ 4,821	-	-	-	-	-	-	-	\$ 4,821	
Gross Profit	\$ 2,235	\$ 364	-	-	-	\$ 15	-	-	\$ 2,614	1,4
% Revenues	46.4%		-						54.2%	
SSG&A	\$ 1,205	\$ 15	-	-	-	\$ (1)	-	-	\$ 1,219	1,4
% Revenues	25.0%								25.3%	
R&D	\$ 337	-	-	-	-	\$ (21)	-	-	\$ 316	4
% Revenues	7.0%								6.5%	
Operating Income	\$ 628	\$ 348	\$ 29	\$ 33	\$ 3	\$ 37	\$ 14	-	\$ 1,093	1,2,3,4
Operating Margin	13.0%								22.7%	
Net interest expense	\$ (108)	\$ (1)	-	-	-	-	-	-	\$ (109)	1
Other Income (Expense), Net	\$ 8	-	-	-	-	-	\$ (14)	-	\$ (6)	
Income Tax Provision	\$ 68							\$ 70	\$ 138	
Effective Tax Rate	12.9%								14.1%	
Net Income	\$ 460	\$ 347	\$ 29	\$ 33	\$ 3	\$ 37	-	\$ (70)	\$ 840	1,2,3,4
% Revenues	9.5%								17.4%	
Diluted Earnings per Share	\$ 1.53	\$ 1.21	\$ 0.10	\$ 0.11	\$ 0.01	\$ 0.13	-	\$ (0.24)	\$ 2.86	1,2,3,4

Supplemental Reconciliation

Change in Three Months Ended March 31, 2024 Compared With Three Months Ended March 31, 2023
(Unaudited; \$ in millions, except per share data)

	(A)	(B)	(C) = (A) - (B)	(D) = (C) / (B)	(E)	(F) = (C) - (E)	(G) = (F) / (B)
	Adjusted (Non-GAAP)	Adjusted (Non-GAAP)	Adjusted \$ Change	Adjusted % Change	FX Translation Adjustment	Adjusted FXN \$ Change	Adjusted FXN % Change
Revenues	\$ 5,045	\$ 4,821	\$ 224	4.6%	\$ (4)	\$ 228	4.7%
Gross Profit	\$ 2,674	\$ 2,614	\$ 61	2.3%	\$ (11)	\$ 72	2.8%
% Revenues	53.0%	54.2%					
Adjusted FXN % Revenues	53.2%						
SSG&A	\$ 1,172	\$ 1,219	\$ (47)	(3.9%)	\$ 1	\$ (48)	(3.9%)
% Revenues	23.2%	25.3%					
Adjusted FXN % Revenues	23.2%						
R&D	\$ 284	\$ 316	\$ (32)	(10.1%)	-	\$ (32)	(10.3%)
% Revenues	5.6%	6.5%					
Adjusted FXN % Revenues	5.6%						
Operating Income	\$ 1,228	\$ 1,093	\$ 135	12.4%	\$ (12)	\$ 148	13.5%
Operating Margin	24.3%	22.7%					
Adjusted FXN % Operating Margin	24.6%						
Net interest expense	\$ (101)	\$ (109)	\$ 9	(7.8%)	\$ (1)	\$ 9	(8.4%)
Other Income (Expense), Net	\$ (23)	\$ (6)	\$ (17)	(257.0%)	\$ (5)	\$ (12)	(181.3%)
Income Tax Provision	\$ 183	\$ 138	\$ 46	33.0%	\$ (3)	\$ 48	34.9%
Effective Tax Rate	16.6%	14.1%					
Net Income	\$ 921	\$ 840	\$ 82	9.7%	\$ (15)	\$ 97	11.5%
% Revenues	18.3%	17.4%					
Diluted Earnings per Share	\$ 3.17	\$ 2.86	\$ 0.31	10.8%	\$ (0.05)	\$ 0.36	12.6%

Supplemental Revenue Information – Revenues by Geographic Regions

For the Three Months Ended March 31,
(Unaudited; \$ in millions)

	A	B	C	D=(A-B)/B % Change	E=(A-B-C)/B % Change
	2024	2023	FX Impact	Reported	FXN
United States	\$ 2,906	\$ 2,733	—	6.3%	6.3%
International	\$ 2,139	\$ 2,088	\$ (4)	2.4%	2.6%
Developed Markets	\$ 4,292	\$ 4,087	—	5.0%	5.0%
Emerging Markets	\$ 753	\$ 734	\$ (4)	2.6%	3.2%
China	\$ 325	\$ 347	\$ (12)	(6.3%)	(2.9%)
TOTAL REVENUES	\$ 5,045	\$ 4,821	\$ (4)	4.6%	4.7%

Supplemental Reconciliation – Net Leverage and Free Cash Flow

Last Twelve Months Ended March 31, 2024
(Unaudited; Amounts in millions)

Reported GAAP net income from continuing operations	\$ 1,379
Adjusted for:	
Depreciation, amortization and other	\$ 2,292
Interest expense	\$ 468
Income taxes	\$ 264
Share-based compensation	\$ 256
Integration costs pre-tax ⁽¹⁾	\$ 29
Restructuring costs pre-tax ⁽¹⁾	\$ 348
Separation-related items pre-tax ⁽²⁾	\$ 11
European regulatory initiative-related costs pre-tax ⁽³⁾	\$ 116
Product, litigation, and other items pre-tax ⁽⁴⁾	\$ 545
Adjusted EBITDA	\$ 5,710
Short-Term Debt	\$ 2,016
Long-Term Debt	\$ 15,995
Less: Cash, Cash Equivalents and Short-Term Investments	\$ (3,175)
Net Debt	\$ 14,836
Net Leverage ⁽⁵⁾	2.6x

For the Six Months Ended March 31, 2024
(Unaudited; Amounts in millions)

	2024	2023	Change
Net Cash Provided by Continuing Operating Activities	\$1,369	\$584	\$785
Less: Capital Expenditures	(\$250)	(\$389)	\$139
Free Cash Flow	\$1,119	\$195	\$924

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

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

(3) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(4) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain litigation-related items, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs.

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

FY2024 Outlook Reconciliation

	Full Year FY2023	Full Year FY2024 Outlook	
	(\$ in millions)	FX Neutral % Change	Reported Revenues
BDX Reported Revenues	\$ 19,372		
FY2024 Revenue Growth		+4.75% to 5.5%	
FY2024 Inorganic Impact to Revenue Growth		(~75) basis points	
FY2024 Organic Revenue Growth		+5.5% to +6.25%	
Illustrative Foreign Currency (FX) Impact, based on FX spot rates			(~65) basis points
Total FY 2024 Revenues			~\$20.1 to \$20.3 billion

Note: Inorganic Impact to Revenue Growth reflects the revenue decline attributable to divestitures for the first 12 months post-divestiture.

FY2024 Outlook Reconciliation

	Full Year FY2023 from Continuing Operations	Full Year FY2024 Outlook Total Company
Reported Diluted Earnings per Share	\$ 5.10	
Purchase accounting adjustments (\$1.434 billion pre-tax) ⁽¹⁾	4.97	
Integration costs (\$67 million pre-tax) ⁽²⁾	0.23	
Restructuring costs (\$239 million pre-tax) ⁽²⁾	0.83	
Separation-related items (\$14 million pre-tax) ⁽³⁾	0.05	
European regulatory initiative-related costs (\$139 million pre-tax) ⁽⁴⁾	0.48	
Product, litigation, and other items (\$554 million pre-tax) ⁽⁵⁾	1.92	
Income tax benefit of special items ((\$399) million)	(1.38)	
Adjusted Diluted Earnings per Share	\$ 12.21	\$12.95 to \$13.15
Adjusted Diluted Earnings per Share Percentage Change		+6.1% to +7.7%
Illustrative Foreign Currency (FX) Impact, based on FX spot rates		(~425) basis points

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

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

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

(4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain product liability and legal defense costs, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2023 includes a charge of \$653 million to adjust the estimate of future product remediation costs to *Cost of products sold* and a charge of \$57 million related to pension settlement costs to *Other expense, net*. The amount in 2023 also includes a gain of \$268 million related to the sale of our Surgical Instrumentation platform recorded to *Other operating (income) expense, net*.

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