



**Fourth Quarter and Full-Year Results  
Fiscal Year 2009  
Fiscal Year 2010 Guidance**

**November 4, 2009**

### Forward-Looking Statements

These materials include forward-looking statements and it's possible that actual results could differ from our expectations. Factors that could cause such differences appear in our fourth quarter and full fiscal year earnings release and in our recent SEC filings.

### Non-GAAP Financial Measures

These materials also include Non-GAAP financial measures. A reconciliation to the comparable GAAP measures can be found herein, or in our press release and the financial schedules attached thereto.

**A copy of the release, including the financial schedules, is posted on the “Investors” section of the [BD.com](http://BD.com) website.**

### Results from Continuing Operations

The following financial information represents results from continuing operations. The results also exclude the following items:

1. The charge relating to the pending antitrust settlement agreement with direct purchaser plaintiffs recorded in the second quarter.
2. The tax benefit relating to various tax settlements in multiple jurisdictions recorded in the third quarter.
3. The impact of foreign currency translation, including hedge gains. FXN= Foreign exchange neutral currency growth.

**Edward J. Ludwig**

Chairman and CEO

# BD Foundation

## Purpose:

*“Helping all people live healthy lives”*

## Core Values:

We treat each other with **respect**

We do what is **right**

We always seek to **improve**

We accept personal **responsibility**

# BD Strategy

## Drive **Revenue Growth**

through investment  
in innovation

## Drive **Operational Excellence**

to accelerate performance  
and fund innovation

## Drive **Shareholder Value**

through EPS growth &  
effective use of  
shareholders' funds

# BD Strategy

Drive **Revenue Growth** through investment in innovation:

Develop and apply technologies to solve emerging, sometimes underappreciated, but important and fundamental healthcare problems

# BD Strategy

- Invest in innovation
  - **Discovery** and **development**
  - Facilitate faster and more accurate **diagnosis**
  - Provide unique and affordable devices to **deliver** drugs
- Drive operational excellence
- Build organizational capability

# Strategic Focus

- Reducing spread of infection
- Advancing global health
- Enhancing therapy
- Improving disease management



# Goals of BD Strategy

- Accelerate long-term revenue growth 7 to 9%
- Drive operational margin expansion
- Grow EPS 10 to 12%
- Return value to shareholders through dividends and share repurchases

# FY 2010 Guidance

	<b>FY 2009</b>	<b>FY 2010</b>
	FXN Growth	FXN Growth
<b>Revenue</b>	5.4%	5-6%
<b>EPS</b>	9.7%	7-9%

## David V. Elkins

Executive Vice President and CFO

# Q4 FY 2009 Business Highlights

- **Fourth quarter revenue** came in **better than expected** at 8.4% FXN, reflecting strong Medical and Diagnostics growth, and \$55 million of flu-related orders
- Medical revenue driven by **strong performance in Medical Surgical and Pharmaceutical Systems**
- **Solid Diagnostics revenue growth** driven by Diagnostic Systems, which is also benefiting from flu-related orders
- Biosciences continues to be negatively impacted by **capital funding constraints**
- **Overall** economic environment stabilizing
- **Solid improvement in operating margins** due to SSG&A controls
- Delivered **strong bottom-line growth** in line with guidance

# FY 2009 Financial Highlights

	Fourth Quarter			Total Year			July Guidance	
	2009	Reported Growth	FXN Growth	Adjusted 2009	Adjusted Growth	FXN Growth	Adjusted Growth	FXN Growth
Revenue	\$1,898	4.7%	8.4%	\$7,161	1.2%	5.4%	0-1%	~5%
EPS	\$1.25	12.6%	17.1%	\$4.95	12.0%	9.7%	\$4.92 - \$4.96	11% to 12%

Note: See Q4 and FY 2009 reconciliations to Non-GAAP financial measures on slides 33 and 34.

# FY 2009 Revenue by Segment

	Fourth Quarter			Total Year		
	\$m	Reported Growth%	FXN%	\$m	Reported Growth%	FXN%
<b>Total Revenue</b>	<b>1,898</b>	<b>4.7</b>	<b>8.4</b>	<b>7,161</b>	<b>1.2</b>	<b>5.4</b>
<b>Medical</b>	1,005	8.2	13.0	3,731	0.3	5.7
<b>Diagnostics</b>	580	4.9	7.8	2,226	3.1	6.8
<b>Biosciences</b>	312	-5.2	-3.8	1,204	0.7	1.5

# FY 2009 U.S. and International Revenue

	Fourth Quarter			Total Year		
	\$m	Reported Growth%	FXN%	\$m	Reported Growth%	FXN%
<b>Total U.S.</b>	840	6.0	6.0	3,205	2.8	2.8
<b>Medical</b>	411	9.7	9.7	1,578	3.5	3.5
<b>Diagnostics</b>	305	8.7	8.7	1,178	5.0	5.0
<b>Biosciences</b>	123	-9.9	-9.9	449	-4.6	-4.6
<b>International</b>	1,058	3.8	10.2	3,956	-0.1	7.4
<b>Medical</b>	595	7.1	15.2	2,153	-2.0	7.2
<b>Diagnostics</b>	275	1.0	7.0	1,049	1.0	8.9
<b>Biosciences</b>	189	-1.9	0.4	755	4.2	5.5

Note: International data includes hedge allocation.

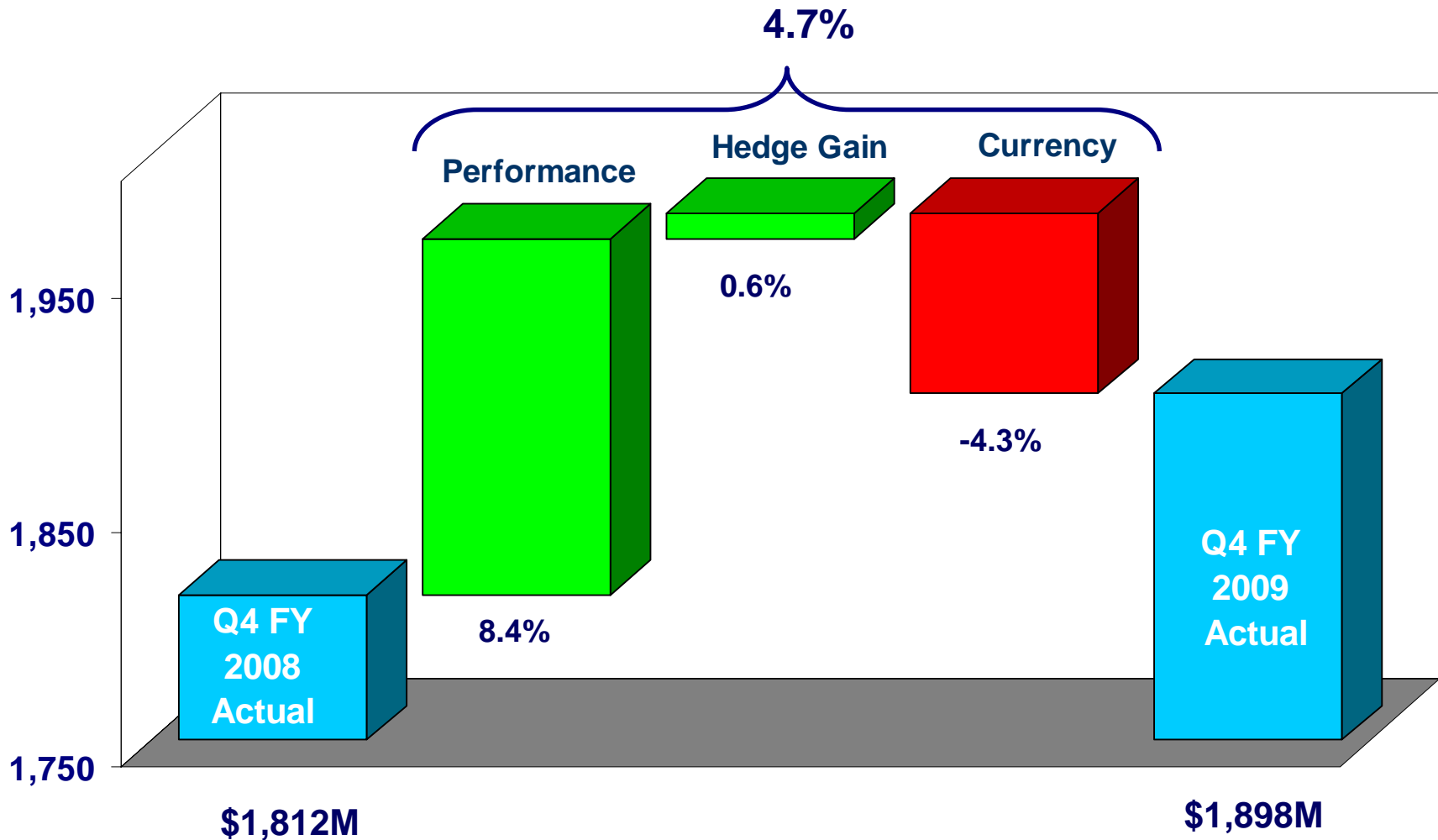
# FY 2009 Safety Revenue

	Fourth Quarter			Total Year		
	\$m	Reported Growth%	FXN%	\$m	Reported Growth%	FXN%
<b>Total Safety</b>	<b>433</b>	<b>7.2</b>	<b>10.0</b>	<b>1,650</b>	<b>5.1</b>	<b>8.6</b>
<b>US Safety</b>	282	8.2	8.2	1,079	4.2	4.2
<b>Int'l Safety</b>	151	5.3	13.5	571	6.9	17.3
<b>Safety by Segment</b>						
<b>Medical</b>	211	10.0	12.1	786	5.0	7.7
<b>Diagnostics</b>	222	4.6	8.1	864	5.2	9.5

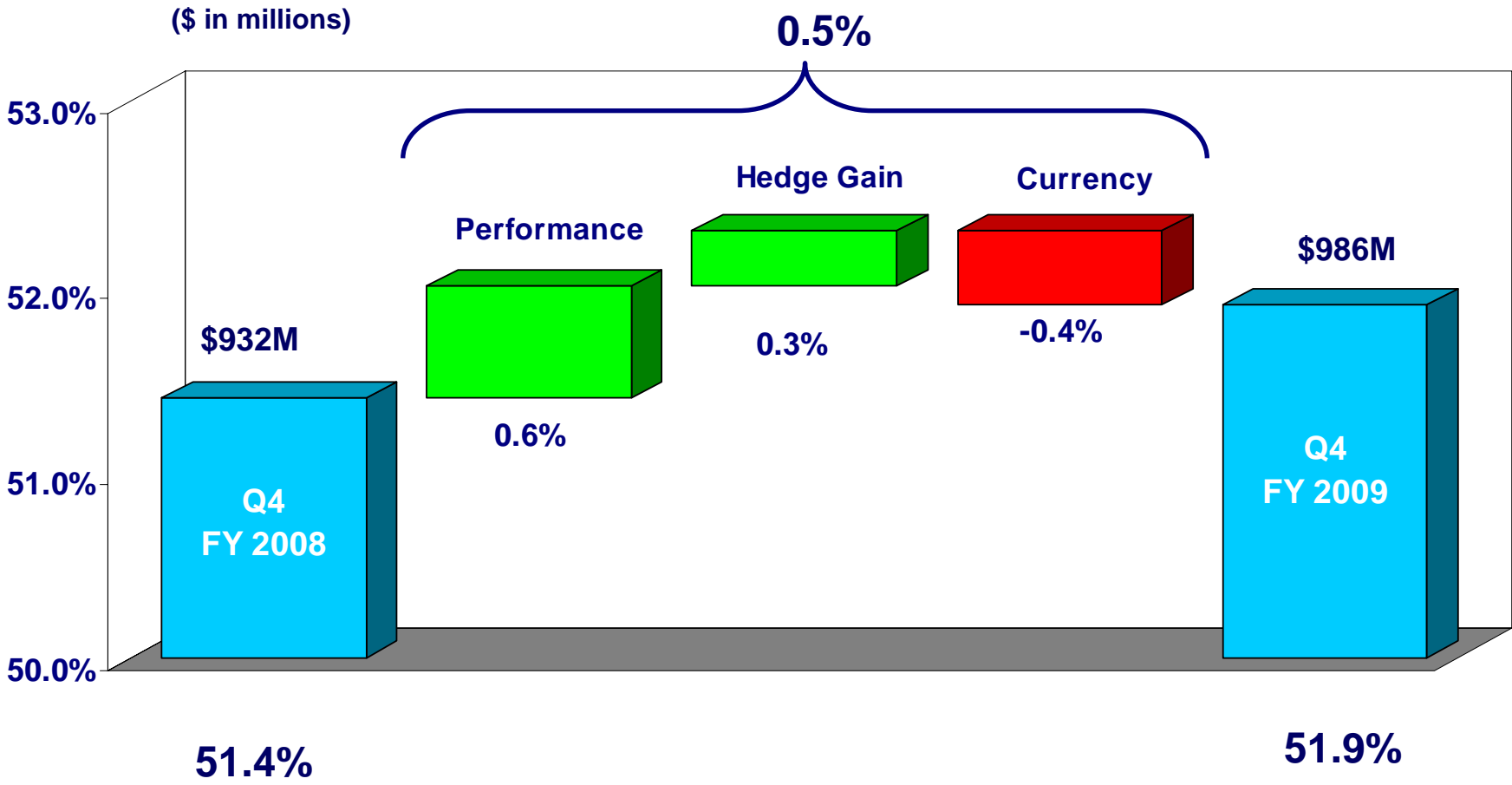
Note: International data includes hedge allocation.



# Q4 FY 2009 Revenue Growth Year-on-Year



# Q4 FY 2009 Gross Margin Change Year-on-Year

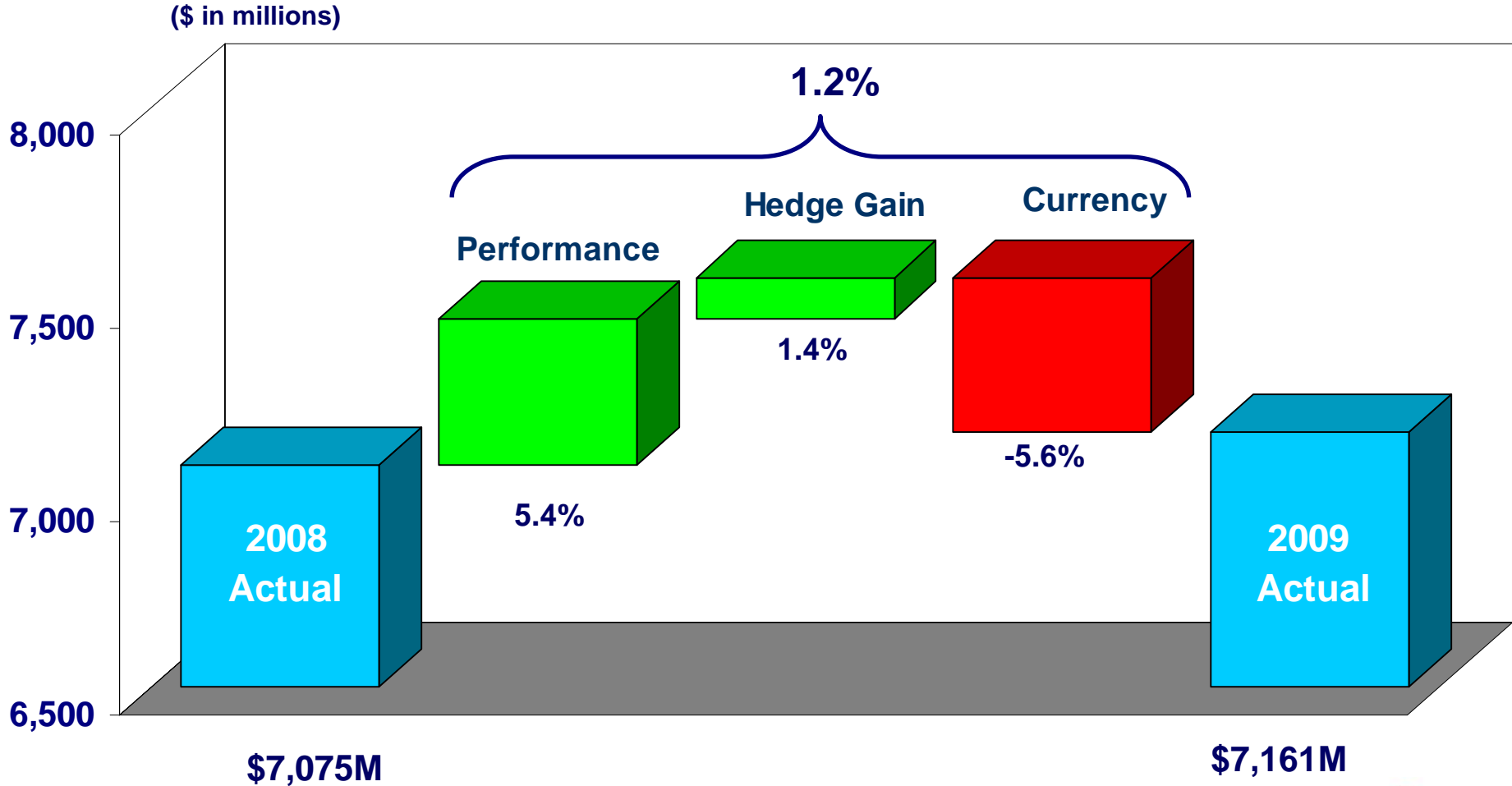


# Q4 FY 2009 Income Statement

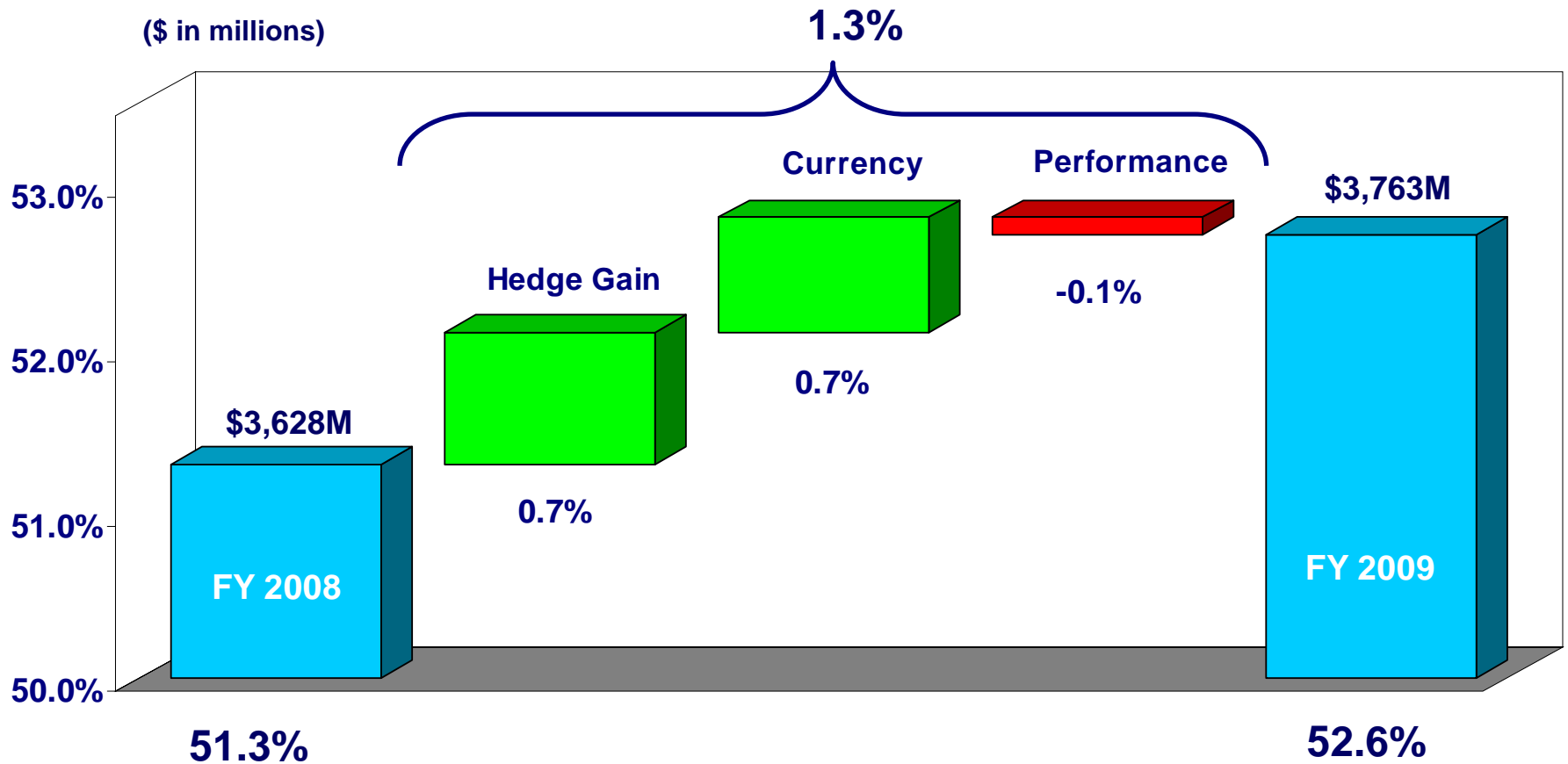
	FY 2009 Q4	FY 2008 Q4	<u>Favorable (Unfavorable)</u>		
			\$ Change	Reported % Change	FXN % Change
Revenue	1,898	1,812	86	4.7%	8.4%
Gross Profit	986	932	54	5.8%	9.8%
% of Sales	51.9%	51.4%			
SSG&A	432	432	0	-0.0%	-3.8%
% of Sales	22.8%	23.9%			
R&D	114	108	(5)	-4.9%	-6.0%
% of Sales	6.0%	6.0%			
Operating Income	440	391	49	12.5%	17.6%
% of Sales	23.2%	21.6%			
EPS	\$ 1.25	\$ 1.11	\$0.14	12.6%	17.1%

Note: See Q4 reconciliation to Non-GAAP financial measures on slide 33.

# FY 2009 Revenue Growth



# FY 2009 Gross Margin



# FY 2009 Income Statement

	Adjusted FY 2009	FY 2008	<u>Favorable (Unfavorable)</u>		
			\$ Change	Adjusted % Change	FXN % Change
Revenue	7,161	7,075	86	1.2%	5.4%
Gross Profit	3,763	3,628	135	3.7%	5.2%
% of Sales	52.6%	51.3%			
SSG&A	1,660	1,696	36	2.1%	-2.9%
% of Sales	23.2%	24.0%			
R&D	408	396	(12)	-3.2%	-5.0%
% of Sales	5.7%	5.6%			
Operating Income	1,695	1,537	158	10.3%	7.8%
% of Sales	23.7%	21.7%			
EPS	\$ 4.95	\$ 4.42	\$0.53	12.0%	9.7%

Note: See FY 2009 reconciliation to Non-GAAP financial measures on slide 34.

# FY 2009 Margins

	FY 2008	Adjusted FY 2009	July 2009 Guidance
Gross Profit	51.3%	52.6%	52.5% to 53.0%
SSG&A	24.0%	23.2%	23.0% to 23.3%
R&D	5.6%	5.7%	5.6% to 5.8%
Operating Income	21.7%	23.7%	23.5% to 24.0%
Operating Cash Flow	\$1.7b	\$1.7b	~ \$1.6b
Capital Expenditures	\$602m	\$591m	\$600m
Share Repurchase	\$450m	\$550m	\$450m

Note: See FY 2009 reconciliation to Non-GAAP financial measures on slide 34.

# FY 2009 Summary

- **Solid revenue growth of 5.4% driven by:**
  - ✓ Strong safety growth of 9%
  - ✓ International revenue growth of 7%
  - ✓ Solid Medical growth of 6%
  - ✓ Diagnostics growth of 7%
- **Disciplined expense management** drove a 50 basis point improvement in operating margin at constant currency
- Continued to invest in **strategic growth opportunities**
- Underlying **EPS growth was at the high end of initial guidance** of 8-10%
- **9<sup>th</sup> straight year** of meeting or exceeding our objectives



# FY 2010 Guidance

	FY 2008	Adjusted FY 2009	FY 2010 Guidance
Revenue	\$7,075	\$7,161	~6% Reported 5-6% FXN
EPS	\$4.42	\$4.95	1-3% Adjusted 7-9% Adjusted FXN
Gross Profit	51.3%	52.6%	51.1% - 51.3%
SSG&A	24.0%	23.2%	22.7% - 23.0%
R&D	5.6%	5.7%	5.6% - 5.7%
Operating Income	21.7%	23.7%	22.5% - 22.7%
Tax Rate	27.5%	27.5%	27.0% - 27.5%
Operating Cash Flow	\$1.7b	\$1.7b	\$1.7b
Capital Expenditures	\$602m	\$591m	\$550 - \$575m
Share Repurchase	\$450m	\$550m	~\$450m
Average Diluted Shares	253	247	241-243

Note: See FY 2009 reconciliation to Non-GAAP financial measures on slide 34.

# Vincent A. Forlenza

## President

# FY 2010 Revenue Guidance

BDX Revenue	FY 2009		FY 2010	
	Reported Growth%	FXN%	Reported Growth%	FXN%
<b>BDX</b>	<b>1.2%</b>	<b>5.4%</b>	<b>~6%</b>	<b>5-6%</b>

## Safety Revenue

<b>U.S. Safety</b>	<b>4.2%</b>	<b>4.2%</b>	<b>~7%</b>	<b>~7%</b>
<b>International Safety</b>	<b>6.9%</b>	<b>17.3%</b>	<b>15-16%</b>	<b>12-13%</b>

# FY 2010 Revenue Guidance – BD Medical

	FY 2009		FY 2010	
	Reported Growth%	FXN%	Reported Growth%	FXN%
<b>BD Medical</b>	<b>0.3%</b>	<b>5.7%</b>	<b>~6%</b>	<b>5-6%</b>

- **WW Safety**
- **Diabetes Care: WW Expansion**
- **Pandemic Supplies for Vaccination**
- **Pharmaceutical Systems**

# FY 2010 Revenue Guidance – BD Diagnostics

	FY 2009		FY 2010	
	Reported Growth%	FXN%	Reported Growth%	FXN%
<b>BD Diagnostics</b>	<b>3.1%</b>	<b>6.8%</b>	<b>~7%</b>	<b>6-7%</b>

- **WW Safety**
- **TriPath: Geographic Expansion**
- **Molecular Platform Expansion - STDs and HAIs**

# FY 2010 Revenue Guidance – BD Biosciences

	FY 2009		FY 2010	
	Reported Growth%	FXN%	Reported Growth%	FXN%
<b>BD Biosciences</b>	<b>0.7%</b>	<b>1.5%</b>	<b>2-3%</b>	<b>~5%</b>

- **U.S. Stimulus: Research Instrumentation & Reagents**
- **U.S. Academic Market Improvement**
- **Advanced Bioprocessing Growth Resumption**

# FY 2010 Expectations

- **Solid growth** in Medical and Diagnostics segments
- Biosciences growth to improve year-on-year
  - U.S. to recover in second half, fueled by stimulus funds
  - Stabilization in Europe
- Continued focus on **productivity improvements** and **disciplined expense management**
- Continued investment in **strategic growth opportunities**
- **Well positioned** for long-term growth

# Q & A

BD, BD Logo and all other trademarks are the property of Becton, Dickinson and Company.



# Q4 Fiscal Year 2009 Reconciliations

	Actual FY 2009	Actual FY 2008	Reported Change Fav (Unfav.)	Foreign Currency Translation	Hedge Gain	Total FX	FXN Change <sup>(1)</sup>	FXN Growth
Revenue	\$ 1,898	\$ 1,812	86	(77)	11	(66)	152	8.4%
Gross Profit	986	932	54	(49)	11	(38)	92	9.8%
% of Revenue	51.9%	51.4%						
SSG&A	432	432	-	16	-	16	(16)	-3.8%
% of Revenue	22.8%	23.9%						
R&D	114	108	(5)	1	-	1	(6)	-6.0%
% of Revenue	6.0%	6.0%						
Operating Income	\$ 440	\$ 391	49	(31)	11	(20)	69	17.6%
% of Revenue	23.2%	21.6%						
Income Tax	131	108	(23)	11	(4)	7	(30)	-27.3%
Effective Tax Rate	30.0%	27.9%						
Income from Continuing Operations	306	279	27	(20)	7	(13)	40	14.4%
% of Revenue	16.1%	15.4%						
EPS	\$ 1.25	1.11	0.14	(0.08)	0.03	(0.05)	0.19	17.1%

<sup>(1)</sup> Represents the reported change excluding foreign currency translation impact and associated hedging gains.

Note: All figures rounded. Totals may not add due to rounding. Percentages based on non-rounded figures.

# Fiscal Year 2009 Reconciliations

	Reported FY 2009	Specified Items		Adjusted FY 2009	Actual FY 2008	Adjusted Change Fav (Unfav.)	Foreign Currency			Adjusted FXN Change <sup>(4)</sup>	FXN Growth
		Litigation Charge <sup>(1)</sup>	Tax <sup>(2)</sup>				Translation <sup>(3)</sup>	Hedge Gain	Total FX		
Revenue	\$ 7,161			\$ 7,161	\$ 7,075	86	(398)	105	(293)	379	5.4%
Gross Profit	3,763			3,763	3,628	135	(159)	105	(54)	189	5.2%
% of Revenue	52.6%			52.6%	51.3%						
SSG&A	1,705	(45)		1,660	1,696	36	84	-	84	(48)	-2.9%
% of Revenue	23.8%			23.2%	24.0%						
R&D	408			408	396	(12)	7	-	7	(20)	-5.0%
% of Revenue	5.7%			5.7%	5.6%						
Operating Income	\$ 1,650	(45)		\$ 1,695	\$ 1,537	158	(67)	105	38	121	7.8%
% of Revenue	23.0%			23.7%	21.7%						
Income Tax	426	17	20	464	423	(41)	26	(40)	(14)	(28)	-6.5%
Effective Tax Rate	26.0%			27.5%	27.5%						
Income from Continuing Operations	\$ 1,213	28	(20)	\$ 1,220	\$ 1,116	105	(39)	65	26	79	7.1%
% of Revenue	16.9%			17.0%	15.8%						
EPS	\$ 4.92	0.11	(0.08)	\$ 4.95	\$ 4.42	\$ 0.53	(0.16)	0.26	0.10	0.43	9.7%

(1) Represents the charge relating to the pending settlement with the direct purchaser plaintiffs (which includes BD's distributors) in the antitrust class actions.

(2) Represents the tax benefit relating to various tax settlements in multiple jurisdictions.

(3) Includes first quarter foreign currency holding gain of \$35M or \$0.09 per diluted share.

(4) Represents the adjusted reported change excluding foreign currency translation impact and associated hedging gains.

Note: All figures rounded. Totals may not add due to rounding. Percentages based on non-rounded figures.

# FY 2010 EPS Guidance FX Impact

	Adjusted Growth	Adjusted FXN Growth	FX Impact <sup>(1)</sup>
<b>EPS Guidance</b>	<b>1-3%</b>	<b>7-9%</b>	<b>-6%</b>

The 2010 FX Impact of -6% represents the year on year change due to estimated foreign currency translation, including hedging activities as follows:

## **FY 2009 One Time Items**

Actual Hedge gain in FY 2009	\$	(0.26)
Q1 FY 2009 Foreign Currency Holding Gain	\$	(0.09)

## **FY 2010 Activity <sup>(1)</sup>**

Estimated Foreign Currency Translation	\$	0.18
Estimated Hedge Losses	\$	(0.11)

<b>Total Year-on-Year Impact</b>	<b>\$</b>	<b>(0.28)</b>
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<sup>(1)</sup> The FX projections shown above are based on the foreign exchange rates we established in October 2009 for our fiscal year budget.