Driving Value Creation through Fulfilling our Purpose

Tom Polen
CEO and President

39th Annual J.P. Morgan Conference
January 12, 2021
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, and earnings per share, leverage targets, capital deployment and total return targets. All such statements are based upon current expectations of BD and involve a number of business risks and uncertainties. Actual results could vary materially from anticipated results described, implied or projected in any forward-looking statement. With respect to forward-looking statements contained herein, a number of factors could cause actual results to vary materially. These factors include, but are not limited to risks relating to the COVID-19 pandemic on our business (including continued decreases in the demand for our products, any disruptions to our operations and our supply chain and uncertainty regarding the level of demand and pricing for our COVID-19 diagnostics testing); product efficacy or safety concerns resulting in product recalls or actions being taken with respect to our products; new or changing laws and regulations impacting our business (including the imposition of tariffs or changes in laws impacting international trade) or changes in enforcement practices with respect to such laws; fluctuations in costs and availability of raw materials and in BD's ability to maintain favorable supplier arrangements and relationships; legislative or regulatory changes to the U.S. or foreign healthcare systems, potential cuts in governmental healthcare spending (including China's volume-based procurement tender process), or governmental or private measures to contain healthcare costs, including changes in pricing and reimbursement policies, each of which could result in reduced demand for our products or downward pricing pressure; changes in interest or foreign currency exchange rates; adverse changes in regional, national or foreign economic conditions, particularly in emerging markets, including any impact on our ability to access credit markets and finance our operations, the demand for our products and services, or our suppliers' ability to provide products needed for our operations; the adverse impact of cyber-attacks on our information systems or products; competitive factors including technological advances and new products introduced by competitors; interruptions in our supply chain, manufacturing or sterilization processes; pricing and market pressures; difficulties inherent in product development, delays in product introductions and uncertainty of market acceptance of new products; adverse changes in geopolitical conditions; increases in energy costs and their effect on, among other things, the cost of producing BD's products; the remediation of our infusion pump business (including the timely submission of our 510(k) submission related to Alaris); our ability to successfully integrate any businesses we acquire; uncertainties of litigation (as described in BD's filings with the Securities and Exchange Commission); and issuance of new or revised accounting standards, as well as other factors discussed in BD's filings with the Securities and Exchange Commission. We do not intend to update any forward-looking statements to reflect events or circumstances after the date hereof except as required by applicable laws or regulations.
Caution Concerning Non-GAAP Financial Measures

- To supplement BD’s consolidated financial statements presented on a U.S. GAAP basis, the Company discloses certain non-GAAP financial measures. These non-GAAP financial measures are not in accordance with generally accepted accounting principles in the United States.
- BD strongly encourages investors to review its consolidated financial statements and publicly filed reports in their entirety and cautions investors that the non-GAAP measures used by the Company may differ from similar measures used by other companies, even when similar terms are used to identify such measures. Non-GAAP measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.
- These materials include non-GAAP financial measures. Figures herein are on an “as adjusted non-GAAP” basis which exclude, among other things, the impact of purchase accounting adjustments (including the non-cash amortization of acquisition-related intangible assets); integration, restructuring and transaction costs.
- A reconciliation of non-GAAP to the most directly comparable GAAP measures can be found herein, or in our earnings releases and the financial schedules attached thereto.
- Basis of Presentation: All dollar amounts presented are in millions, unless otherwise indicated, except per share figures. Certain financial information excludes the impact of foreign currency translation. “FXN” denotes currency neutral basis. Growth denotes year-over-year percent change to the comparable period a year ago. Revenue year-over-year change comparisons are on a FXN basis unless otherwise noted.
- Note: The COVID impact represents BD’s estimate of the net financial impact of the global COVID-19 pandemic on the Company’s results. Revenue growth rates presented herein are not adjusted to reflect the impact of COVID-19.

Note on Preliminary Financial Information

- The preliminary financial information for the first quarter of fiscal year 2021 contained herein is preliminary and may change. This preliminary financial information has been prepared internally by management and has not been reviewed or audited by BD’s independent registered public accounting firm. There can be no assurance that BD’s actual results for the first quarter will not differ from this preliminary financial information and such changes could be material. This preliminary financial information should not be viewed as a substitute for full financial statements prepared in accordance with GAAP and is not necessarily indicative of the results to be achieved for any future periods.
Tom Polen
CEO and President
BD is an innovative medtech leader with global reach and scale to address healthcare’s most pressing challenges

Revenues by segment

- $17.1 billion
- #1 in nearly all major served categories

- BD Interventional
  - UCC 7%
  - SURG 6%
- BD Life Sciences
  - PI 9%
  - BDB 7%
  - IDS 21%
  - DC 6%
  - PS 9%
- MDS 21%

Revenues by region

- United States 57%
- Europe 20%
- China 6%
- Rest of World 17%
- 43% International Revenue
- 14% Emerging Markets

- 70,000 + BD associates
- 190 + countries served
- 40B + devices made annually
- $1B + annual R&D spending
- 27,000 + active patents

Note: BD financial information based on FY20. Market share information and rank based upon internal estimates and publicly available information.
Today’s Key Takeaways

Building positive momentum and positioned to emerge stronger
• Strong start to FY21—Q1 revenues ahead of expectations driven by better performance in all three segments and higher COVID diagnostics.
• Essential partner enabling the pandemic response globally.
• Alaris 510(k) submission remains on-track for late Q2/early Q3 FY21.

Executing on substantial value creation opportunity
• Unmatched global breadth, scale, and reach with a market-leading portfolio.
• A focus on meaningful innovation and pipeline expansion.
• Simplification initiatives drive quality enhancements, improved customer experiences, and cost efficiencies.
• Repaid $265 million of debt in Q1; cash can be directed more toward additional growth opportunities and shareholder return.
• Positioned to deliver sustainable, durable mid-single digit FXN revenue growth and double-digit total returns.
Strong start to FY21: Q1 revenues ahead of expectations in all three segments and higher COVID diagnostics

Preliminary Revenues (unaudited)
$ in billion

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1 FY21</th>
<th>Reported Y/Y % Δ</th>
<th>FXN Y/Y % Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>BD Medical</td>
<td>$2.3</td>
<td>7.9%</td>
<td>6.6%</td>
</tr>
<tr>
<td>BD Life Sciences</td>
<td>$2.0</td>
<td>76.3%</td>
<td>74.3%</td>
</tr>
<tr>
<td>BD Interventional</td>
<td>$1.1</td>
<td>6.0%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Total BD</td>
<td>$5.3</td>
<td>25.6%</td>
<td>24.2%</td>
</tr>
</tbody>
</table>

BD Life Sciences included preliminary COVID-19 testing revenues of about $865 million, including BD Veritor revenues of about $685 million.

Fiscal Q1 Revenue Drivers

- Higher acuity patients drove increased demand
- Greater resiliency in procedural volumes
- Exceptional execution in COVID-19 diagnostics

We plan to release Q1 FY21 results and intend to provide updates to FY21 guidance on February 4, 2021.
Our three-pillar BD 2025 strategy positions BD to drive future value creation

**Grow**
- MSD FXN revenue growth
- Category Innovation
- Customer Outcomes
- Globalization

**Simplify**
- Simplify Portfolio
- Improve Processes
- Secure The Basics
- \( \geq 50 \text{bps operating margin expansion} \)

**Empower**
- Digitalization
- The BD Way
- Strong Teams
- Corporate Citizenship

\[
\text{Adjusted EPS Growth} + \text{Dividend Yield} = \text{Double-Digit Total Return}
\]

MSD = mid-single digits. Total Return = EPS growth plus dividend yield. All financial metrics, revenue growth, operating margin expansion, and EPS are on a FX-neutral, adjusted non-GAAP basis.
Clear category leader with key platforms in large, foundational areas of healthcare

<table>
<thead>
<tr>
<th>Core served category</th>
<th>Category size</th>
<th>BD position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vascular access management</td>
<td>~$14.0 B</td>
<td>#1</td>
</tr>
<tr>
<td>Medication dispensing (acute care)</td>
<td>~$4.0 B</td>
<td>#1</td>
</tr>
<tr>
<td>Infusion pumps, sets (acute care)</td>
<td>~$3.5 B</td>
<td>#1</td>
</tr>
<tr>
<td>Injectable drug delivery devices</td>
<td>~$3.3 B</td>
<td>#1</td>
</tr>
<tr>
<td>Flow-based cell sorting and analysis</td>
<td>~$2.3 B</td>
<td>#1</td>
</tr>
<tr>
<td>Specimen management</td>
<td>~$2.7 B</td>
<td>#1</td>
</tr>
<tr>
<td>Core microbiology</td>
<td>~$3.7 B</td>
<td>#1</td>
</tr>
<tr>
<td>Dialysis access solutions / ESKD</td>
<td>~$0.8 B</td>
<td>#1</td>
</tr>
<tr>
<td>Biopsy &amp; Ports</td>
<td>~$1.8 B</td>
<td>#1</td>
</tr>
<tr>
<td>Hernia repair</td>
<td>~$1.4 B</td>
<td>#1</td>
</tr>
<tr>
<td>Acute urological drainage</td>
<td>~$1.0 B</td>
<td>#1</td>
</tr>
</tbody>
</table>

~$70B total addressable opportunity
~90% of revenue from leadership positions
~85% recurring/non-capital revenue

Category size represents the area in which BD competes and size and position are management’s internal estimates based on market information for 2019.
Our portfolio, scale and connected solutions position us well to emerge stronger and capitalize on post-COVID trends

**Strong relevance = strong customer access**

- ~90% of all U.S. hospital inpatients use a BD device
- A top strategic supplier to healthcare systems
- A trusted partner serving more than 190 countries worldwide

**Deep digital capabilities**

- 70% of U.S. acute care hospitals have BD connectivity and data platforms installed
- >2,000 software engineers and data scientists
- BD Digital Center of Excellence leverages capabilities across segments

**Delivering comprehensive outcomes globally**

- Solutions drive efficiencies and outcomes impact
- Health Economics Outcomes Research and Supply Chain teams in all major geographies

**Positioned to capitalize on post-COVID trends**

- Actively expanding new channels (e.g., digital engagement and services, inside sales)
- More value-based contracting, supply commitments, SKU reduction, and deeper collaborations
BD innovation, scale and crisp execution has made us an essential partner in enabling the pandemic response globally

**DIAGNOSE**

- BD Veritor™ rapid POC COVID-19 antigen test
- BD Max™ molecular COVID-19 tests and respiratory panel
- Swabs and UVT kits

**TREAT**

- IV drug delivery in ICUs and isolation extension sets
- Medication management in field hospitals
- IV catheters and PICCS for COVID-19 treatments

**PREVENT**

- Over 1 billion devices committed for COVID-19 vaccinations
- Partnering with pharma for potential future pre-filled COVID-19 vaccine

BD HealthSight™ with MedMined™ Data Analytics for real-time surveillance reporting and medication use reporting

Note: Not all products are available in all countries/regions.
A trusted collaborator, we are leveraging our new capacities and capabilities

Deepened Collaborations with Governments and Healthcare Providers Around the World to Combat COVID-19

**BD Veritor™**
- Readers
  - Pre-COVID: 25k+ US/Japan
  - Today: 70k+ globally
- Assay production
  - Pre-COVID: 8M per year
  - Today: 10M per month
  - March: 12M per month

**BD Max™**
- Assay production
  - Pre-COVID: 1.0M/month
  - Today: 1.9M/month

**What’s Next?**
Leveraging our expanded:
- BD Veritor and BD Max footprint globally and adding to our menu
- European infusion pump installed base
- Syringe and pre-filled capacity

**Expanded footprint of pumps in Europe**

**BARDA investment for $70 million for additional US syringe capacity**

**Investing $1.2 billion in pre-filled capacity over the next 4 years**

Note: Not all products are available in all countries/regions. BD Veritor™ readers are management estimates for number of active readers.
Our expanding innovation pipeline is focused on healthcare’s shifting trends leveraging BD’s core strengths

<table>
<thead>
<tr>
<th>BD Innovation Theme</th>
<th>Growth area</th>
<th>BD product/solution</th>
<th>Category growth*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applying smart devices, robotics &amp; analytics/AI</td>
<td>Microbiology lab automation, informatics</td>
<td>BD Kiestra, BD Synapsys</td>
<td>Double-digits</td>
</tr>
<tr>
<td>to improve care processes and lower costs</td>
<td>Integrated medication management software solutions</td>
<td>BD HealthSight, Pyxis Prep, Logistics</td>
<td>Double-digits</td>
</tr>
<tr>
<td>Enabling new care settings</td>
<td>Flow cytometry with cell imaging and informatics</td>
<td>BD Mosiac, FloJo</td>
<td>High-single digits</td>
</tr>
<tr>
<td>to enhance patient experience and lower costs</td>
<td>Point of care blood collection</td>
<td>BD Accustat, YODA platform</td>
<td>High-teens</td>
</tr>
<tr>
<td>Better diagnosis and treatment of chronic disease</td>
<td>Point of care diagnostics</td>
<td>BD Veritor, POC Molecular</td>
<td>Double-digits</td>
</tr>
<tr>
<td>to improve outcomes and lower costs</td>
<td>Self-administered drug delivery</td>
<td>BD Intevia, BD Vystra, BD Libertas</td>
<td>Double-digits</td>
</tr>
<tr>
<td></td>
<td>Non-acute medication dispensing</td>
<td>BD ROWA, MedBank platform</td>
<td>Mid-teens</td>
</tr>
<tr>
<td></td>
<td>Urological female incontinence</td>
<td>BD Purewick Urine Collection System &amp; Catheter</td>
<td>Double-digits</td>
</tr>
<tr>
<td></td>
<td>Peripheral vascular disease</td>
<td>BD Rotarex/Aspirex, Venous Solutions</td>
<td>High-single digits</td>
</tr>
<tr>
<td></td>
<td>Endovascular AV fistula</td>
<td>BD WaveLinQ</td>
<td>Double-digits</td>
</tr>
<tr>
<td></td>
<td>Advanced repair/reconstruction</td>
<td>Hiatal, Incisional Reinforcement</td>
<td>High-single digits</td>
</tr>
<tr>
<td></td>
<td>Molecular diagnostics</td>
<td>BD Onclarity HPV Genotyping Assay</td>
<td>Double-digits</td>
</tr>
</tbody>
</table>

Increased investment in FY21+ including our new BD Growth & Innovation Fund

Note: Not all products are available in all countries/regions.
*Category growth represents management’s estimated underlying revenue growth rate, excluding the impact of COVID-19 and foreign currency rates, for the next 3 years.
Diversified cadence of FY21 launches support durable growth profile

BD Medical
- BD Cathena™ IV Safety Catheter with BD Multiguard™ Technology
- BD PhaSeal™ Optima Locking Injector N46-0
- BD Securis™ Stabilization Device
- BD Pyxis™ Inventory Connect 1.0
- BD HealthSight™ Infusion Diversion, MedSafe
- BD NeXus (MedCaptain)
- BD BodyGuard™ DUO Barcode
- BD Pyxis™ ES 1.7
- BD Hylok™ for IV

BD Life Sciences
- BD MAX™ FLU + COVID-19 Assay
- BD Ventor™ Connectivity Module
- BD Ventor™ FLU + COVID-19 POC Antigen Test
- BD Kiestra™ ReadA Compact
- BD FACSDuet™ (US)
- BD COR™ System with Ondarity™ (US) and CTGCTV2
- BD FACSymphony™ A1
- BD Kiestra™ Imaging & Synapsys™ 4.1
- BD MAX™ CTGCTV2 Assay
- BD FACSymphony™ AS.2 SE

BD Interventional
- Proxis™ 11/13
- Global Intermittent Self Cath
- Sensica™ Automated Urine Output
- Delta™
- SureStep™ 1.1
- Crosser™ IQ
- Glidepath™ LE
- Trek™ Bone Biopsy Device
- Aspirex™ Thrombectomy

Note: Not all products are available in all countries/regions.
Tuck-in M&A strategy further strengthens our pipeline of category solutions in high growth, target markets

Rigorous Screening Criteria
✓ Strengthens strategic position and customer offering
✓ Creates shareholder value (ROIC hurdles, growth and margin accretion)

# of tuck-ins per year

3
FY18
Innovative non-surgical AV fistula creation; Served market growth double-digits

0
FY19
Point-of-care molecular diagnostics (in development); Served market growth double-digits

6
FY20
Atherectomy and thrombectomy; Served market growth double-digits;
Dialysis catheter (launching FY21);
Infection prevention product (launching FY21);
Sensica UO, automated urine output monitoring, integrated into the BD HealthSight™ platform; launching FY21; New market opportunity

3
Q1 FY21
Non-acute medication management; Served market, growth mid-teens
Our Simplify strategy enhances quality and the customer experience, while improving cash flows and cost efficiencies

Driving our simplification...

- *Inspire Quality*: Multi-year holistic approach to enhance quality systems.
- *RECODE*: Multi-year program to simplify architecture, portfolio and business processes.

...creating advantages and value

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Cash Flows ($ in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>$2.9</td>
</tr>
<tr>
<td>FY19</td>
<td>$3.3</td>
</tr>
<tr>
<td>FY20</td>
<td>$3.5</td>
</tr>
</tbody>
</table>

Seeing solid early progress in inventory, accounts payable, asset utilization and profitability metrics
Advancing long-standing commitment to create positive societal impact through ESG leadership

Our 2030+ Sustainability Strategy

Climate change
Minimize our contribution to global emissions and utilize our capabilities to address unmet health needs for climate-vulnerable populations.

Transparency
Invite trust by establishing the company as honest and credible in our performance related to environmental, social and governance issues relevant to our business.

Healthy workforce
Maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being.

Supply chain resilience
Create a supply chain adaptable to disruption and able to contribute to strong environmental and social performance.

Product impacts
Reduce the environmental impact of our portfolio and address the sustainability needs of our customers.

For more information about our sustainability programs and to review the 2019 Sustainability report and 2019 Climate Change Management report, visit bd.com/en-us/company/sustainability-at-bd
Future cash can be directed more toward additional growth opportunities and shareholder return

$265 million of debt repaid in Q1 FY21

Going forward and subject to market conditions, BD expects to refocus capital deployment on one or more of:

- Internal investments
- Increased dividends
- Tuck-in M&A pipeline
- Share repurchases

... while maintaining a strong and flexible balance sheet

- 3.0x net leverage as of 9/30/20
- Targeting ~2.5x net leverage longer-term
- Committed to full investment grade credit ratings

FY 2018–2020 cash allocation

- ~$10B
- Cumulative GAAP Operating Cash Flows FY18-20
- Dividends $2.9B
- Share Repurchases $0.0B
- Debt Paydown $5.0B*
- CapEx $2.7B
- Tuck-in M&A $0.4B

*Debt Paydown Notes:
Excludes the Bard transaction
Debt paydown notes:
- $4.0b of debt paydown was achieved with operating cash flow
- $1.0b of debt paydown through proceeds from May 2020 equity offering
- Excludes $1.9b term loan drawn in Q2 and repaid in Q3 FY20

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Today’s Key Takeaways

Building positive momentum and positioned to emerge stronger

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Executing on substantial value creation opportunity

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- Positioned to deliver sustainable, durable mid-single digit FXN revenue growth and double-digit total returns.
Question & Answer Session

Tom Polen
CEO and President

Chris Reidy
EVP, CFO and CAO

Simon Campion
EVP, President of BD Interventional

Dave Hickey
EVP, President of BD Life Sciences

Kristen Stewart
SVP, Strategy and Investor Relations
Non-GAAP Reconciliations
## Preliminary Unaudited Q1 Revenues

<table>
<thead>
<tr>
<th></th>
<th>Preliminary 2020</th>
<th>2019</th>
<th>FX Impact</th>
<th>Reported</th>
<th>FXN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BD MEDICAL</strong></td>
<td>$ 2,254</td>
<td>$ 2,090</td>
<td>$ 26</td>
<td>7.9</td>
<td>6.6</td>
</tr>
<tr>
<td><strong>BD LIFE SCIENCES</strong></td>
<td>$ 1,980</td>
<td>$ 1,123</td>
<td>$ 23</td>
<td>76.3</td>
<td>74.3</td>
</tr>
<tr>
<td><strong>BD INTERVENTIONAL</strong></td>
<td>$ 1,074</td>
<td>$ 1,012</td>
<td>$ 11</td>
<td>6.0</td>
<td>4.9</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$ 5,308</td>
<td>$ 4,225</td>
<td>$ 60</td>
<td>25.6</td>
<td>24.2</td>
</tr>
</tbody>
</table>

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## FY20 Non-GAAP P&L Reconciliation

### Twelve Months Ended Sep 30, 2020

<table>
<thead>
<tr>
<th>Amounts in millions, except per share data</th>
<th>Revenues</th>
<th>Gross Profit</th>
<th>SG&amp;A</th>
<th>R&amp;D</th>
<th>Acquisitions &amp; Other Restructurings</th>
<th>Other (Income) Expense</th>
<th>Operating Income</th>
<th>Interest Income (Expense) Net</th>
<th>Other Income, Net</th>
<th>Income Tax Provision</th>
<th>Net Income</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported $ for Twelve Months Ended Sep 30, 2020</td>
<td>$17,117</td>
<td>$7,577</td>
<td>$4,325</td>
<td>$1,096</td>
<td>$309</td>
<td>$163</td>
<td>$1,684</td>
<td>(521)</td>
<td>$23</td>
<td>$111</td>
<td>$874</td>
<td>$2,71</td>
</tr>
<tr>
<td>Reported % of Revenues</td>
<td>44.3%</td>
<td>25.3%</td>
<td>6.4%</td>
<td>8.7%</td>
<td></td>
<td></td>
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<tr>
<td>Reported effective tax rate</td>
<td>17.3%</td>
<td></td>
<td></td>
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<td>Specified items:</td>
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<td></td>
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<tr>
<td>Purchase accounting adjustments pre-tax (1)</td>
<td>-</td>
<td>1,378</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>1,361</td>
<td>(5)</td>
<td>-</td>
<td>-</td>
<td>1,356</td>
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<td>Integration costs pre-tax (2)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(214)</td>
<td>-</td>
<td>-</td>
<td>214</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>214</td>
<td>0.7</td>
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<tr>
<td>Restructuring costs pre-tax (2)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(95)</td>
<td>-</td>
<td>-</td>
<td>95</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>95</td>
<td>0.33</td>
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<tr>
<td>Transaction gain/loss and product liability-related matters (3)</td>
<td>-</td>
<td>244</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(378)</td>
<td>622</td>
<td>9</td>
<td>-</td>
<td>631</td>
<td>2.24</td>
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<tr>
<td>European regulatory initiatives-related costs pre-tax (4)</td>
<td>-</td>
<td>31</td>
<td>(1)</td>
<td>(75)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>106</td>
<td>-</td>
<td>-</td>
<td>106</td>
<td>0.38</td>
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<tr>
<td>Investment gains/losses and asset impairments pre-tax (5)</td>
<td>-</td>
<td>98</td>
<td>-</td>
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<tr>
<td>Income tax benefits of special items</td>
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<td>395</td>
<td>395</td>
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<tr>
<td>Adjusted $ for Twelve Months Ended Sep 30, 2020 A</td>
<td>$17,117</td>
<td>$9,328</td>
<td>$4,327</td>
<td>$1,021</td>
<td>$0</td>
<td>$0</td>
<td>$3,980</td>
<td>(527)</td>
<td>$41</td>
<td>$507</td>
<td>$2,988</td>
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<td>Adjusted % of Adjusted Revenues</td>
<td>54.5%</td>
<td>25.3%</td>
<td>6.0%</td>
<td>23.3%</td>
<td>17.0%</td>
<td>17.9%</td>
<td>17.5%</td>
<td>23.6%</td>
<td>14.5%</td>
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<tr>
<td>Adjusted FKN % of Adjusted Revenues (A adjusted for E)</td>
<td>55.1%</td>
<td>25.0%</td>
<td>5.9%</td>
<td>23.6%</td>
<td>14.5%</td>
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</table>

### Twelve Months Ended Sep 30, 2019

<table>
<thead>
<tr>
<th>Amounts in millions, except per share data</th>
<th>Revenues</th>
<th>Gross Profit</th>
<th>SG&amp;A</th>
<th>R&amp;D</th>
<th>Acquisitions &amp; Other Restructurings</th>
<th>Other (Income) Expense</th>
<th>Operating Income</th>
<th>Interest Income (Expense) Net</th>
<th>Other Income, Net</th>
<th>Income Tax Provision</th>
<th>Net Income</th>
<th>Diluted EPS</th>
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<tbody>
<tr>
<td>Reported $ for Twelve Months Ended Sep 30, 2019</td>
<td>$17,290</td>
<td>$8,288</td>
<td>$4,322</td>
<td>$1,062</td>
<td>$480</td>
<td>$654</td>
<td>$1,760</td>
<td>(622)</td>
<td>$43</td>
<td>(57)</td>
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<td>$3.94</td>
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<td>47.9%</td>
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<td>6.1%</td>
<td>16.2%</td>
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<td></td>
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<td>Reported effective tax rate</td>
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<td>Specified items:</td>
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<td>-</td>
<td>1,382</td>
<td>(5)</td>
<td>122</td>
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<td>180</td>
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<td>180</td>
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<tr>
<td>Transaction gain/loss &amp; product liability-related matters pre-tax (3)</td>
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<td>-</td>
<td>(11)</td>
<td>654</td>
<td>643</td>
<td>3</td>
<td>664</td>
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<td>European regulatory initiatives-related costs pre-tax (4)</td>
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<td>(4)</td>
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<td>Investment gains/losses and asset impairments pre-tax (5)</td>
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<td>-</td>
<td>30</td>
<td>(13)</td>
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<td>Impacts of debt extinguishment pre-tax</td>
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<td>(5)</td>
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<td>-</td>
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<td>(59)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>56</td>
</tr>
<tr>
<td>Hurricane-related (insurance proceeds) recovery costs pre-tax</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<td>(24)</td>
</tr>
<tr>
<td>Transaction costs pre-tax (6)</td>
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<td>-</td>
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<td>(1)</td>
<td>-</td>
<td>-</td>
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<td>1</td>
</tr>
<tr>
<td>Income tax benefits of special items</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>622</td>
<td>622</td>
<td>(2.26)</td>
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<tr>
<td>Adjusted $ for Twelve Months Ended Sep 30, 2019 B</td>
<td>$17,290</td>
<td>$9,201</td>
<td>$4,331</td>
<td>$999</td>
<td>(0)</td>
<td>(0)</td>
<td>$4,227</td>
<td>(537)</td>
<td>(190)</td>
<td>585</td>
<td>$5,360</td>
<td>$11.68</td>
</tr>
<tr>
<td>Adjusted % of Revenues</td>
<td>56.1%</td>
<td>25.1%</td>
<td>5.8%</td>
<td>23.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19.6%</td>
</tr>
<tr>
<td>Adjusted effective tax rate</td>
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</table>
FY20 Non-GAAP P&L Reconciliation (continued)

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</tr>
</thead>
<tbody>
<tr>
<td>Adjusted $ change</td>
<td>C=A-B</td>
<td>($173)</td>
<td>($374)</td>
<td>$5</td>
<td>($22)</td>
<td>$0</td>
<td>$0</td>
<td>($391)</td>
<td>$110</td>
<td>($149)</td>
<td>$58</td>
<td>($372)</td>
</tr>
<tr>
<td>Adjusted % change</td>
<td>D=C/B</td>
<td>(1.0%)</td>
<td>(3.9%)</td>
<td>0.1%</td>
<td>(2.2%)</td>
<td></td>
<td></td>
<td>(9.0%)</td>
<td>17.3%</td>
<td>(78.3%)</td>
<td>10.3%</td>
<td>(11.1%)</td>
</tr>
<tr>
<td>Foreign currency translation impact</td>
<td>E</td>
<td>($168)</td>
<td>($103)</td>
<td>$45</td>
<td>$3</td>
<td>$0</td>
<td>$0</td>
<td>($56)</td>
<td>($1)</td>
<td>$0</td>
<td>$8</td>
<td>($48)</td>
</tr>
<tr>
<td>Adjusted foreign currency neutral $ change</td>
<td>F=E-C/E</td>
<td>($5)</td>
<td>($270)</td>
<td>($41)</td>
<td>($25)</td>
<td>$0</td>
<td>$0</td>
<td>($336)</td>
<td>$111</td>
<td>($149)</td>
<td>$50</td>
<td>($324)</td>
</tr>
<tr>
<td>Adjusted foreign currency neutral % change</td>
<td>G=F/B</td>
<td>(0.0%)</td>
<td>(2.8%)</td>
<td>(0.9%)</td>
<td>(2.5%)</td>
<td></td>
<td></td>
<td>(7.7%)</td>
<td>17.4%</td>
<td>(78.4%)</td>
<td>8.9%</td>
<td>(9.6%)</td>
</tr>
</tbody>
</table>

(1) Includes amortization and other adjustments related to the purchase accounting for acquisitions impacting identifiable intangible assets and valuation of fixed assets and debt.
(2) Represents integration and restructuring costs associated with acquisitions.
(3) Includes amounts recorded to Other operating expense, net to record product liability reserves, including related legal defense costs, of $378 million and $914 million in 2020 and 2019, respectively. The amount in 2020 also includes a $244 million charge recorded to Cost of products sold related to the estimate of probable future product remediation costs. The amount in 2019 also includes the estimated cumulative costs of a product recall of $75 million recorded to Other operating expense, net, as well as the pre-tax gain of $336 million related to BD’s sale of its Advanced Bioprocessing business which was recorded to Other operating expense, net.
(4) Represents costs required to develop processes and systems to comply with emerging regulations such as the EUMDR and GDPR.
(5) Includes charges recorded in Cost of products sold and Research and development expense to write down the carrying values of certain assets. The amount in 2019 also includes an unrealized gain recorded within Other income, net relating to an investment.
# Net leverage reconciliation

**BECTON, DICKINSON AND COMPANY**  
**RECONCILIATION OF NET INCOME (LOSS) TO NON-GAAP ADJUSTED EBITDA - UNAUDITED**  
**AS OF SEPTEMBER 30, 2020**  
(Amounts in millions)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reported net income (loss)</strong></td>
<td>$874</td>
</tr>
<tr>
<td>Depreciation and amortization expense</td>
<td>2,154</td>
</tr>
<tr>
<td>Interest expense</td>
<td>528</td>
</tr>
<tr>
<td>Provision for (benefit from) income taxes</td>
<td>111</td>
</tr>
<tr>
<td>Share-based compensation</td>
<td>244</td>
</tr>
<tr>
<td>Transaction and integration costs pre-tax (1)</td>
<td>215</td>
</tr>
<tr>
<td>Restructuring and other costs pre-tax (1)</td>
<td>60</td>
</tr>
<tr>
<td>Transaction gain/loss, product and other litigation-related matters pre-tax (2)</td>
<td>631</td>
</tr>
<tr>
<td>European regulatory initiative-related costs pre-tax (3)</td>
<td>106</td>
</tr>
<tr>
<td>Investment gains/losses and asset impairments pre-tax (4)</td>
<td>100</td>
</tr>
<tr>
<td>Impacts of debt extinguishment pre-tax</td>
<td>8</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$5,030</td>
</tr>
</tbody>
</table>

Short-Term Debt: 707  
Long-Term Debt: 17,224  
Less: Cash, Cash Equivalents and Short Term Investments: (2,845)  
Net Debt: $15,085

**Net Leverage (a)**  
3.0x (a) Net Leverage is calculated by dividing Net Debt by Adjusted EBITDA

(1) Primarily represents integration, restructuring and transaction costs associated with acquisitions

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

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

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

Amounts may not add due to rounding