



Q1 FY2021

Overview & Financial Supplement

February 4, 2021



Disclaimer

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 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 and/or investigations and/or subpoenas (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.



Disclaimer

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 management believes that the use of non-GAAP measures helps investors to gain a better understanding of our performance year-over-year, to analyze underlying trends in our businesses, to analyze our base operating results, to establish operating goals, and understand future prospects. It is also consistent with how management measures and forecasts 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.
- 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.
- **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.

Disclaimer

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. 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.
- 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.

BD Overview

Key Investment Highlights

Building positive momentum and positioned to emerge stronger

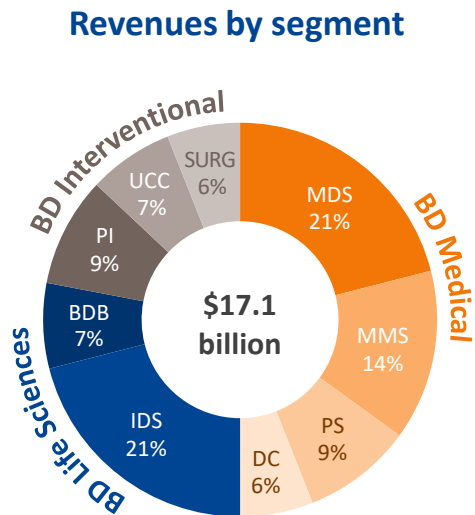
- Strong start to FY21—Q1 revenues ahead of expectations driven by better performance in all three segments and higher COVID diagnostics.
- Raising FY21 financial guidance to reflect outperformance in Q1 and outlook.
- BD continues to be an essential partner enabling the pandemic response globally.
- 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.
- BD 2025 Strategy positions company to deliver sustainable, durable mid-single digit FXN revenue growth and double-digit total returns.
- Growth initiatives focusing on meaningful innovation and pipeline expansion.
- Simplification initiatives drive quality enhancements, improved customer experiences, and cost efficiencies.
- Reduced net leverage to 2.5x as of 12/31/20; cash can be directed more toward additional growth opportunities and shareholder return.



BD is an innovative medtech leader with global reach and scale to address healthcare's most pressing challenges



#1 in nearly all major served categories



70,000 +
BD associates



190 +
countries served



40B +
devices made annually

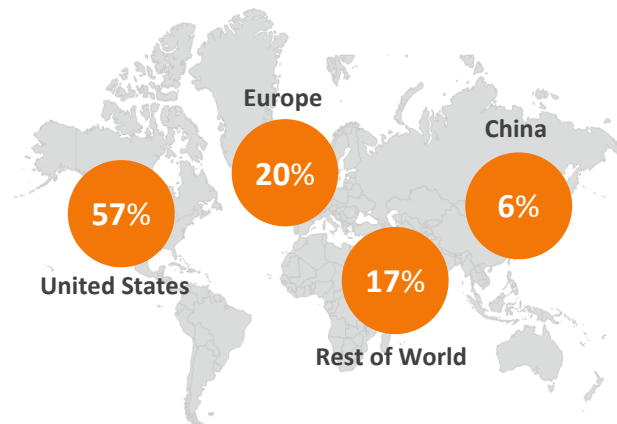


\$1B +
annual R&D spending



27,000 +
active patents

Revenues by region



43% International Revenue
14% Emerging Markets

BD associates around the world are assisting in this generation's greatest healthcare challenge



Thank you, BD associates
Your efforts are making
a world of difference



#ProudtobeBD

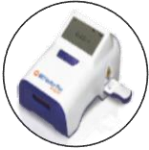
BD innovation, scale and strong execution has made us an essential partner in enabling the pandemic response globally

DIAGNOSE

TREAT

PREVENT

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



BD Veritor™ rapid
POC COVID-19 antigen test



IV drug delivery in ICUs and
isolation extension sets



Over 1 billion devices
committed for
COVID-19 vaccinations



BD Max™ molecular
COVID-19 tests and respiratory
panel



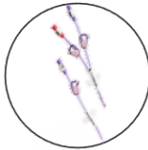
Medication management
in field hospitals



Partnering with pharma for
potential future pre-filled
COVID-19 vaccine



Swabs and UVT kits



IV catheters and PICCS for
COVID-19 treatments

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



Delivering comprehensive outcomes globally

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



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



Positioned to capitalize on post-COVID trends

- Actively expanding new channels (e.g., digital engagement and services, tele sales / inside sales)
- More value-based contracting, supply commitments, portfolio optimization, and deeper collaborations

Clear category leader with key platforms in large, foundational areas of healthcare

BD Medical



BD Life Sciences



BD Interventional



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

~\$70B

total addressable opportunity

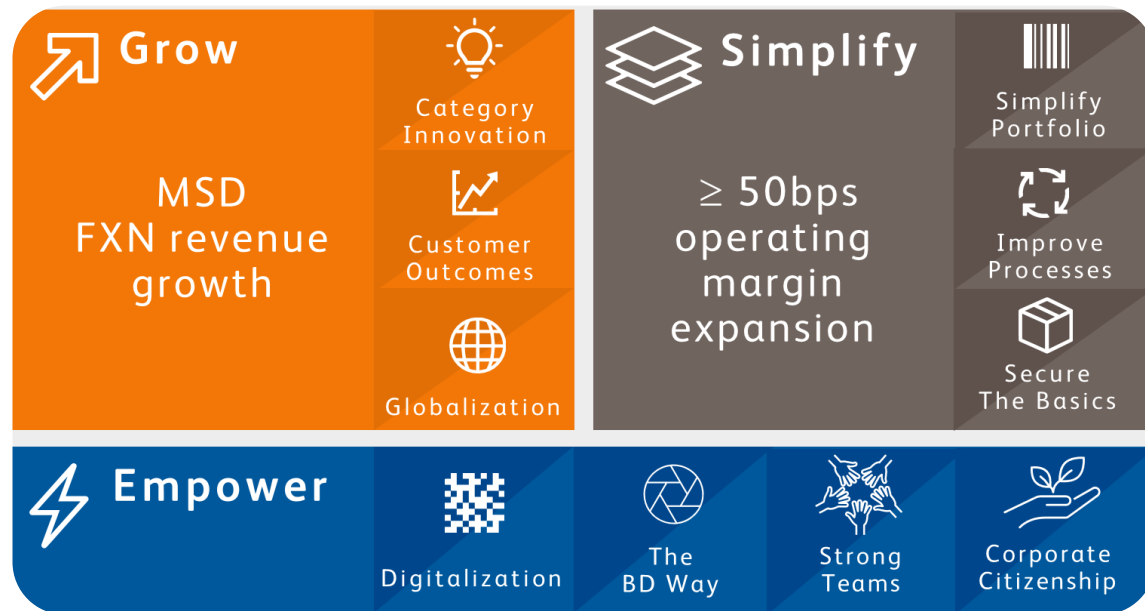
~90%

of revenue from leadership positions

~85%

recurring/non-capital revenue

Our three-pillar BD 2025 strategy positions BD to drive future value creation



Adjusted EPS Growth




+ Dividend Yield

=



Double-Digit
Total Return

Our expanding innovation pipeline is focused on healthcare's shifting trends leveraging BD's core strengths

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

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

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 N40-O



BD Securis™ Stabilization Device



BD Pyxis™ Inventory Connect 1.0



BD HealthSight™ Infusion Diversion, MedSafety



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 Veritor™ Connectivity Module



BD Veritor™ FLU + COVID-19 POC Antigen Test



BD Kiestra™ ReadA Compact



BD FACSDuet™ (US)



BD COR™ System with Onclarity™ (US) and CTGCTV2



BD FACSymphony™ A1



BD Kiestra Imaging & Synapsys™ 4.1



BD MAX™ CTGCTV2 Assay



BD FACSymphony™ A5.2 SE



BD Interventional



Proxis™ 11/13



Global Intermittent Self Cath



Sensica™ Automated Urine Output



Delta™



SureStep™ 1.1



Crosster™ IQ



Glidepath™ LE

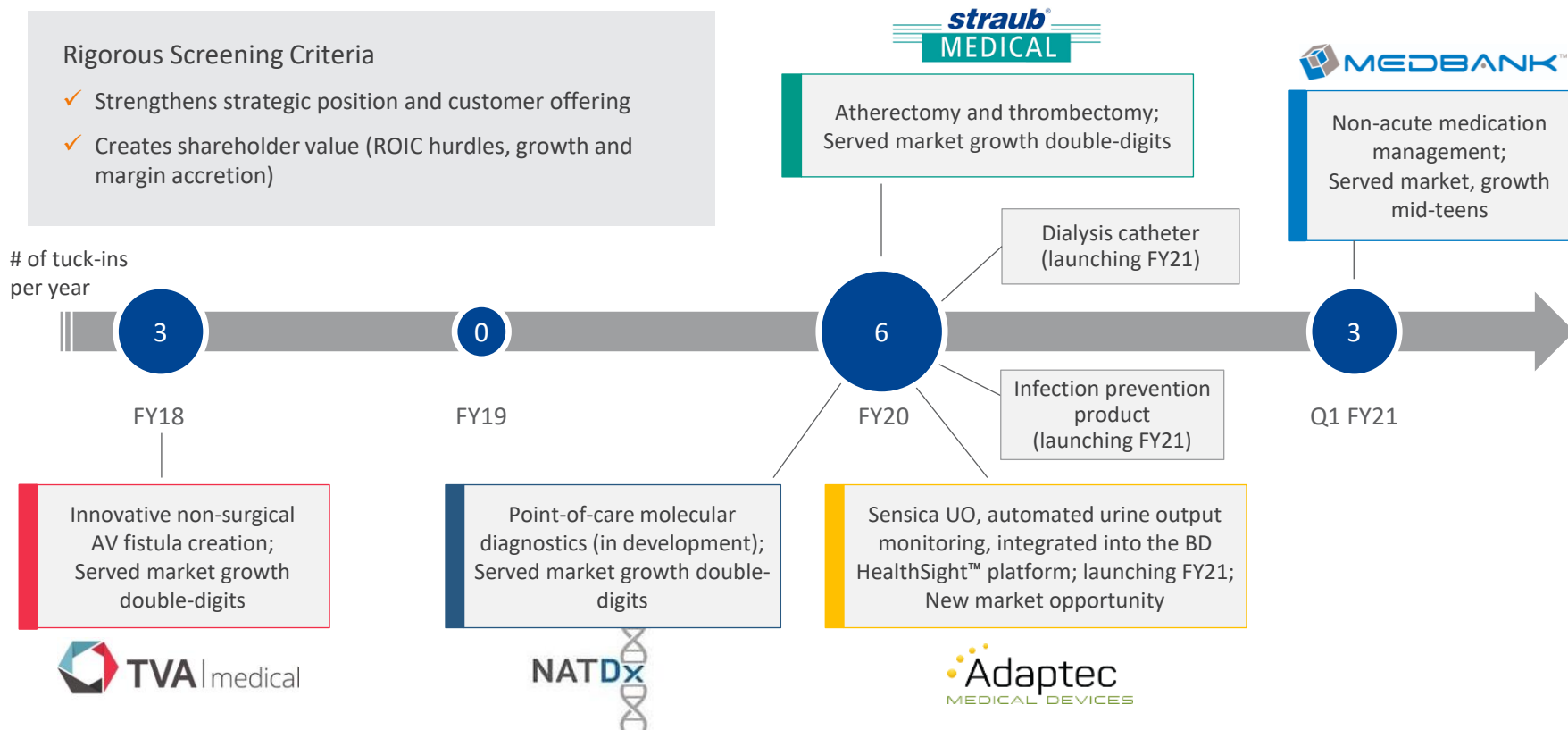


Trek™ Bone Biopsy Device




Aspirex™ Thrombectomy

Tuck-in M&A strategy further strengthens our pipeline of category solutions in high growth, target markets




Our simplify initiatives enhance quality and customer experiences, while improving cash flows and cost efficiencies


Driving our simplification...

**Inspire Quality**

Multi-year holistic approach to enhance quality systems.

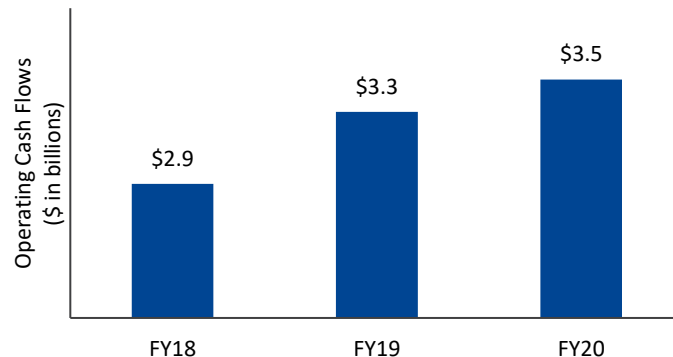
**BD Production System**

BD system for optimizing manufacturing quality, delivery, safety and cost.

**RECODE**

Multi-year program to simplify architecture, portfolio and business processes.

...creating advantages and value



Seeing solid early progress in inventory, accounts payable, asset utilization and profitability metrics

Future cash can be directed more toward additional growth opportunities and shareholder return

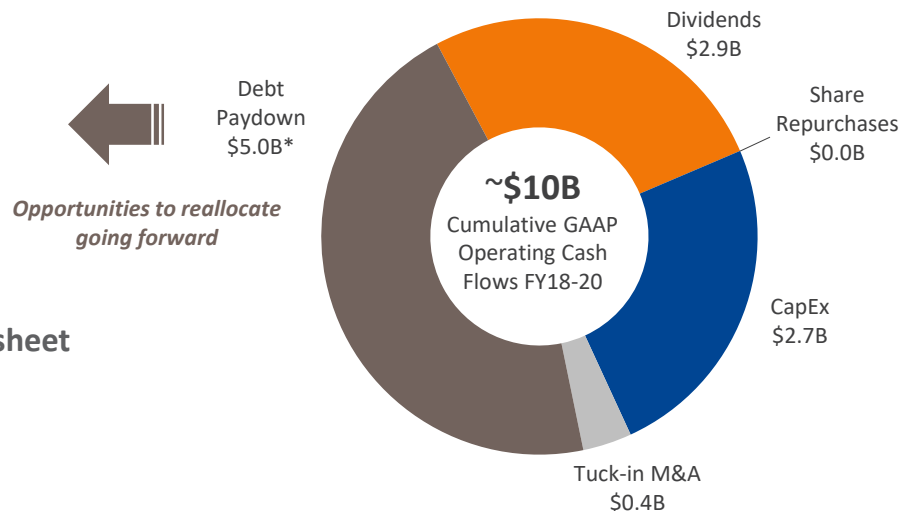
Going forward and subject to market conditions, BD expects to refocus capital deployment on one or more of:

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

... while maintaining a strong and flexible balance sheet

- Paid down \$265 million of debt in Q1 FY21
- Achieved 2.5x net leverage as of 12/31/2020
- Maintain ~2.5x net leverage longer-term
- Maintain full investment grade credit ratings

FY 2018–2020 cash allocation



*Debt Paydown Notes:

Excludes the Bard transaction

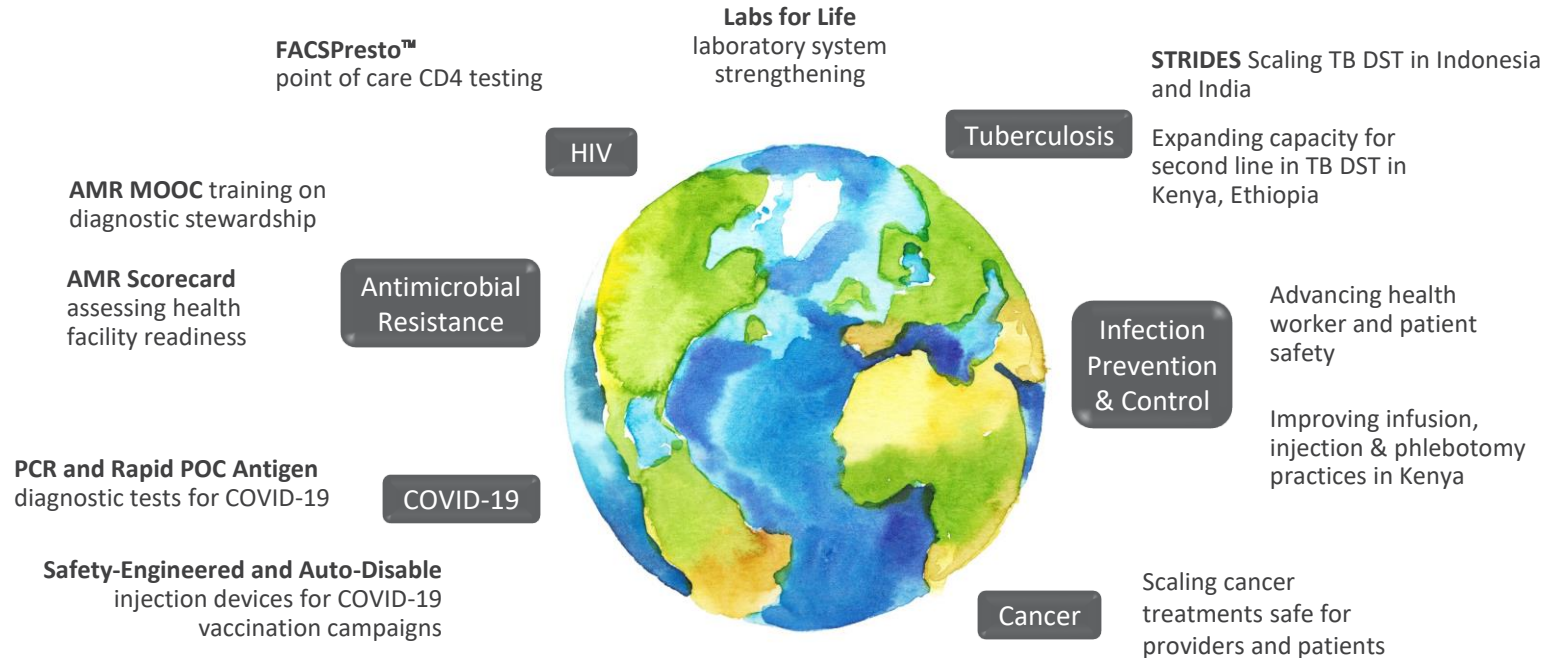
Debt paydown notes:

- \$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

**BD's long-standing commitment to
create positive societal impact
through ESG leadership**



BD Global Health has a long history of driving positive societal outcomes across a wide array of health areas



We view sustainability as a portfolio of complementary initiatives and actions to achieve our long-term goals

INNOVATION



Develop and maintain a strong portfolio of leading products and solutions that address significant unmet clinical needs, improve outcomes, and reduce costs.

ACCESS



Leverage our global scale to expand our reach in providing access to affordable medical technologies around the world.

EFFICIENCY



Work across our supply chain to minimize environmental impacts and create more resilient operations, including an enterprise-wide renewable energy strategy.

EMPOWERMENT



Foster a purpose-driven culture with a focus on positive impact to all stakeholders, increase diversity, achieve best-in-class associate safety.



Q1 sustainability achievements

Grow



INNOVATION



BD launched a new Cybersecurity Trust Center website to provide customers and industry stakeholders with a single source of BD cybersecurity content. The site includes BD product security bulletins and patches, Product Security White Papers, third-party cybersecurity attestations, and the company's inaugural Cybersecurity Annual Report, making BD the first medical technology company to update stakeholders annually on its cybersecurity practices.



ACCESS



BD Turkey provided unconditional scientific support to The Turkish Patient and Healthcare Worker Safety platform by hosting four live webinars; three on Antimicrobial Resistance and one covering needlestick injury prevention. These live webinars saw the active participation of 12,000 healthcare professionals across Turkey.



EFFICIENCY



BD announced our 2030 Sustainability Strategy and science-based Climate Change targets of 46% Scope 1 and 2 greenhouse gas emissions reduction by 2030 and carbon neutrality in direct operations by 2040. These science-based targets are aligned with 1.5°C global emissions reduction pathway.



EMPOWERMENT



BD donated 2.5 million insulin syringes to Direct Relief for the Life for a Child Program. This program supports children with Type 1 diabetes, and this BD product donation will be distributed to 25 countries, including Bolivia, Ethiopia, Ghana, Madagascar, Rwanda, Tanzania and Uganda.

Simplify

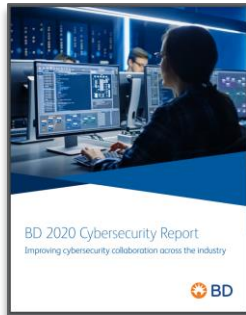
Empower



We are building on our ESG leadership and advancing our 2030+ sustainability strategy



We recently launched the BD Cybersecurity Trust Center and published our inaugural cybersecurity annual report



BD was a member of the International Medical Device Regulators' Forum (IMDRF), which published Principles and Practices for Medical Device Cybersecurity in March 2020.



<https://cybersecurity.bd.com>

The following partnerships exemplify the types of collaborations we engage in regularly:



CCAPAC: The Cybersecurity Coalition for Asia Pacific is dedicated to improving the policy landscape for cybersecurity in Asia.



H-ISAC: For maximum reach, BD shares coordinated vulnerability disclosures with the Health Information Sharing and Analysis Center.



DSAC: The Domestic Security Alliance Council is a strategic alliance that includes the Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), and private industry networking together to increase security.



Healthcare & Public Health
Sector Coordinating Councils
PUBLIC PRIVATE PARTNERSHIP

HSCC International Task Group: BD is part of the Healthcare and Public Health Sector Joint Cybersecurity Working Group and co-leads the Task Group for International Engagement.

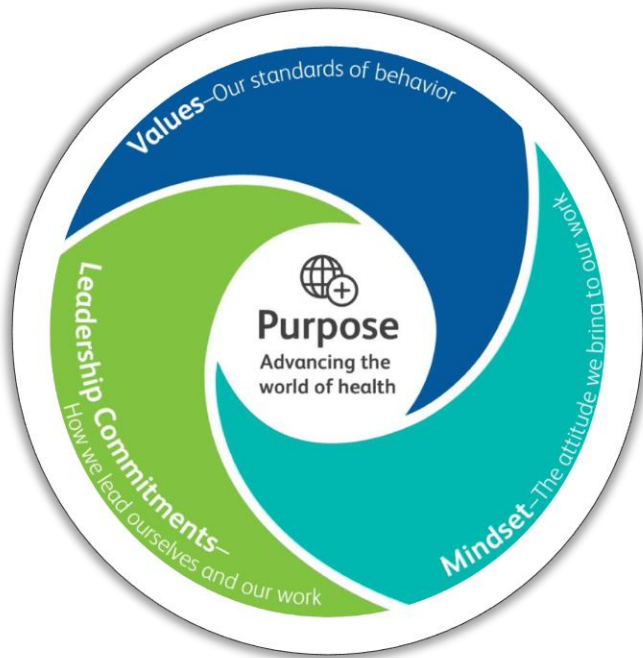


IMDRF: BD participates in the International Medical Device Regulators Forum with the shared goal of harmonizing medical device cybersecurity around the world.



U.S. FBI InfraGard: BD participates in the Health Care Working Group, a voluntary network of FBI-vetted professionals sharing security best practices.

Continuing to advance our culture and empowering BD associates globally to ensure long-term organizational success



The BD Way

- We believe our associates are our greatest assets.
- We believe in and encourage our associates and leaders to adopt a *Growth Mindset*, a belief that qualities and talents can be developed through dedication and hard work.
- We align our performance management to support a culture evolution and increased focus on continuous learning and development.
- Diverse representation has steadily improved over the past 5 years.
- We have seen progress through a more deliberate focus on accelerating the development of diverse future leaders and more leadership engagement.
- We have increased funding of the BD University, which provides our associates with learning and development opportunities that are strategically aligned with corporate goals.

We are proud to be recognized for our efforts

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM



*One of seven
companies
chosen four or
more times*



Q1 FY21 Highlights

Q1 FY21 Revenue Overview

	Q1 FY21 \$ in millions	Reported Y/Y % Δ	FXN Y/Y % Δ
Segments			
BD Medical	\$2,261	8.2%	6.9%
BD Life Sciences	\$1,979	76.2%	74.1%
BD Interventional	\$1,075	6.2%	5.0%
Geographies			
United States	\$3,130	28.8%	28.8%
International	\$2,186	21.8%	18.2%
Developed	\$4,665	30.6%	28.6%
Emerging	\$650	(0.6%)	0.5%
China	\$317	7.4%	2.2%
Total BD	\$5,315	25.8%	24.3%

Fiscal Q1 Revenue Drivers



Higher acuity patients drove increased demand



Greater resiliency in procedural volumes







Exceptional execution in COVID-19 diagnostics

COVID diagnostic revenues of \$867 million included \$688 million in BD Veritor™ COVID-19 revenues. The remaining revenues included BD Max™ COVID-19 testing and COVID-19 specimen collection and transport.





BD Medical Revenues

COVID resurgence drove higher acuity and increased demand

	Business Unit	Q1 FY21 Revenues	FXN Y/Y % Change	BD Management Commentary
	Medication Delivery Solutions (MDS)	\$1,008M	+5.6%	<ul style="list-style-type: none"> • COVID driving higher acuity of care and infusion systems products • Increased levels of customer stocking of critical products • COVID vaccination injection devices • Utilization still below pre-COVID levels
	Medication Management Solutions (MMS)	\$630M	+8.4%	<ul style="list-style-type: none"> • COVID resurgence drove strength of infusion in Europe and higher than expected medical necessity placements and IV sets in the US • Growth in dispensing, with growth stronger OUS than US, plus exited the quarter with a healthy backlog
	Diabetes Care	\$285M	+5.4%	<ul style="list-style-type: none"> • Timing of distributor inventory stocking in addition to an easy compare to last year
	Pharmaceutical Systems	\$339M	+9.5%	<ul style="list-style-type: none"> • Strong growth of pre-fillable syringes
BD Medical		\$2,261M	+6.9%	




BD Life Sciences Revenues

COVID-19 diagnostics revenues drove significant growth

	Business Unit	Q1 FY21 Revenues	FXN Y/Y % Change	BD Management Commentary
	Integrated Diagnostic Solutions (IDS)	\$1,667M	+106.0%	<ul style="list-style-type: none"> Includes COVID-19 diagnostic revenues of \$867 million, which includes BD Veritor™ Plus System revenues of \$688 million as well as BD MAX™ and specimen collection and transport Base business headwind from absence of flu Routine diagnostic testing is recovering but remains below pre-COVID-19 levels stronger performance in Specimen Management, Blood Culture and Women's Health & Cancer due to critical to healthcare testing and some distributor stocking
	 Biosciences	\$312M	(5.2%)	<ul style="list-style-type: none"> Difficult comparison due to a prior year licensing agreement Seeing recovery in research and clinical lab activity and a benefit from COVID-19 vaccine research
BD Life Sciences		\$1,979M	+74.1%	

BD Interventional Revenues

Resiliency in procedures leads to growth across all business units

	Business Unit	Q1 FY21 Revenues	FXN Y/Y % Change	BD Management Commentary
	Surgery	\$332M	+1.3%	<ul style="list-style-type: none"> Increased demand for infection prevention products Resiliency in outpatient elective procedure volumes in the US, but still below pre-COVID levels OUS sales impacted by COVID resurgence in Europe
	Peripheral Intervention (PI)	\$426M	+5.9%	<ul style="list-style-type: none"> Growth driven by the peripheral artery disease platform Continued improvement in elective procedures although still below pre-COVID level
	Urology and Critical Care (UCC)	\$317M	+8.0%	<ul style="list-style-type: none"> Strong growth in Acute Urology driven by PureWick™ Double-digit growth in Targeted Temperature Management as roll-out of Arctic Sun™ Stat is well-received
	BD Interventional	\$1,075M	+5.0%	

Q1 FY21 Non-GAAP Income Statement

	F1Q21	F1Q20	Reported Y/Y Δ	FXN Y/Y Δ
Revenues	\$5,315	\$4,225	25.8%	24.3%
Gross Profit	\$3,096	\$2,388	29.7%	29.7%
Gross margin	58.2%	56.5%	+170bps	+250bps
SSG&A	\$1,147	\$1,120	2.5%	1.4%
% of revenues	21.6%	26.5%	(490bps)	(490bps)
R&D	\$268	\$255	5.1%	4.3%
% of revenues	5.0%	6.0%	(100bps)	(90bps)
Operating Income	\$1,680	\$1,013	65.9%	67.5%
Operating margin	31.6%	24.0%	+760bps	+830bps
Interest/Other, net	\$88	\$108	(18.6%)	
Tax Rate	14.6%	15.4%	(80bps)	
Net Income*	\$1,360	\$766	77.6%	79.4%
Preferred Dividend*	\$23	\$38	(40.6%)	
Net Income to Common*	\$1,338	\$728	83.7%	85.7%
Share Count*	299.1	275.0	Not comparable*	
Adjusted EPS*	\$4.55	\$2.65	71.7%	73.6%

Management's commentary

- **Gross margins:** Expansion driven mainly by favorable product mix
- **SSG&A:** Higher shipping costs more than offset by strong sales growth and timing of expenses
- **R&D:** Increased spending year-over-year reflects spending on growth initiatives, but there were some timing delays
- **Share count:** The May 2020 equity issuance is a headwind to EPS growth

*In F1Q21, the preferred shares are dilutive. Therefore, the adjusted non-GAAP EPS is calculated using net income (preferred dividends are excluded) while the diluted share count includes the conversion of the preferred shares in the calculation.

In F1Q20, the preferred shares are anti-dilutive. Therefore, the adjusted non-GAAP EPS is calculated using net income to common (preferred dividends are included) while the diluted share count excludes the conversion of the preferred shares in the calculation.



Non-GAAP Reconciliations

Q1 FY2021 Reported to FX Neutral Revenue Reconciliation

BECTON DICKINSON AND COMPANY
SUPPLEMENTAL NON-GAAP RECONCILIATION
WORLDWIDE REVENUES BY BUSINESS SEGMENT AND UNIT
THREE MONTHS ENDED DECEMBER 31,
(Unaudited; \$ Amounts in millions)

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2020	2019	FX Impact	% Change Reported	% Change FX-Neutral
BD MEDICAL					
Medication Delivery Solutions	\$ 1,008	\$ 948	\$ 7	6.3%	5.6%
Medication Management Solutions	630	575	6	9.5%	8.4%
Diabetes Care	285	268	2	6.2%	5.4%
Pharmaceutical Systems	339	299	12	13.5%	9.5%
TOTAL	\$ 2,261	\$ 2,090	\$ 27	8.2%	6.9%

BD LIFE SCIENCES					
Integrated Diagnostic Solutions	\$ 1,667	\$ 800	\$ 19	108.4%	106.0%
Biosciences	312	323	6	-3.5%	-5.2%
TOTAL	\$ 1,979	\$ 1,123	\$ 24	76.2%	74.1%

BD INTERVENTIONAL					
Surgery	\$ 332	\$ 326	\$ 2	1.9%	1.3%
Peripheral Intervention	426	395	7	7.7%	5.9%
Urology and Critical Care	317	291	3	9.0%	8.0%
TOTAL	\$ 1,075	\$ 1,012	\$ 12	6.2%	5.0%

TOTAL REVENUES	\$ 5,315	\$ 4,225	\$ 64	25.8%	24.3%
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BECTON DICKINSON AND COMPANY
SUPPLEMENTAL NON-GAAP RECONCILIATION
WORLDWIDE REVENUES BY BUSINESS SEGMENT AND UNIT
THREE MONTHS ENDED DECEMBER 31,
in millions)

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2020	2019	FX Impact	% Change Reported	% Change FX-Neutral
TOTAL REVENUES	\$ 5,315	\$ 4,225	\$ 64	25.8%	24.3%
Less:					
COVID Diagnostics	867	0	9	N/A	N/A
Base Revenues	\$ 4,448	\$ 4,225	\$ 55	5.3%	4.0%
<i>impact of COVID-Diagnostics</i>				<i>20.5%</i>	<i>20.3%</i>

BD LIFE SCIENCES	\$ 1,979	\$ 1,123	\$ 24	76.2%	74.1%
Less:					
COVID Diagnostics	867	0	9	N/A	N/A
BDLsex-COVID Dx	\$ 1,112	\$ 1,123	\$ 15	-1.0%	-2.3%
<i>impact of COVID-Diagnostics</i>				<i>77.2%</i>	<i>76.4%</i>

IDS	\$ 1,667	\$ 800	\$ 19	108.4%	106.0%
Less:					
COVID Diagnostics	867	0	9	N/A	N/A
BDLsex-COVID Dx	\$ 800	\$ 800	\$ 10	0.0%	-1.2%
<i>impact of COVID-Diagnostics</i>				<i>108.4%</i>	<i>107.3%</i>

Q1 FY2021 Reported to FX Neutral Revenue Reconciliation

BECTON DICKINSON AND COMPANY
 SUPPLEMENTAL NON-GAAP RECONCILIATION
 WORLDWIDE REVENUES BY REGION
 THREE MONTHS ENDED DECEMBER 31,
 (Unaudited; \$ Amounts in millions)

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2020	2019	FX Impact	% Change Reported	% Change FX-Neutral
United States	\$ 3,130	\$ 2,430	\$ -	28.8%	28.8%
International	2,186	1,795	64	21.8%	18.2%
Developed Markets	4,665	3,571	71	30.6%	28.6%
Emerging Markets	650	654	(8)	-0.6%	0.5%
China	317	295	15	7.4%	2.2%
TOTAL REVENUES	\$ 5,315	\$ 4,225	\$ 64	25.8%	24.3%

Q1 FY2021 Non-GAAP Income Statement Reconciliation

	Revenues	Gross Profit	SSG&A	R&D	Acquisitions and Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Three Months Ended Dec 31, 2020												
Reported \$ for Three Months Ended Dec 31, 2020	\$5,315	\$2,732	\$1,149	\$291	\$50	\$0	\$1,241	(\$116)	\$32	\$154	\$1,003	\$3.35
<i>Reported % of Revenues</i>		51.4%	21.6%	5.5%			23.3%				18.9%	
<i>Reported effective tax rate</i>										13.3%		
Specified items:												
Purchase accounting adjustments pre-tax ⁽¹⁾	-	347	(2)	(5)	-	-	355	(2)	-	-	353	1.20
Integration costs pre-tax ⁽²⁾	-	-	-	-	(33)	-	33	-	-	-	33	0.11
Restructuring costs pre-tax ⁽²⁾	-	-	-	-	(17)	-	17	-	-	-	17	0.06
Transaction gain/loss, product and other litigation-related matters pre-tax	-	8	-	-	-	-	8	-	(12)	-	(5)	(0.02)
European regulatory initiatives-related costs pre-tax ⁽³⁾	-	9	-	(18)	-	-	26	-	-	-	26	0.09
Impacts of debt extinguishment pre-tax	-	-	-	-	-	-	-	-	10	-	11	0.04
Dilutive impact ⁽⁴⁾	-	-	-	-	-	-	-	-	-	-	-	(0.02)
Income tax benefit of special items and impact of tax reform	-	-	-	-	-	-	-	-	-	79	(79)	(0.27)
Adjusted \$ for Three Months Ended Dec 31, 2020	A	\$5,315	\$3,096	\$1,147	\$268	\$0	\$1,680	(\$118)	\$30	\$233	\$1,360	\$4.55
<i>Adjusted % of Adjusted Revenues</i>			58.2%	21.6%	5.0%		31.6%				25.6%	
<i>Adjusted FXN % of Adjusted Revenues (A adjusted for E)</i>		59.0%	21.6%	5.1%			32.3%					
<i>Adjusted effective tax rate</i>										14.6%		

1. Includes amortization and other adjustments related to the purchase accounting for acquisitions impacting identified intangible assets and valuation of fixed assets and debt.
2. Represents integration and restructuring costs associated with acquisitions.
3. Represents costs required to develop processes and systems to comply with regulations such as the European Union Medical Device Regulation ("EUMDR") and General Data Protection Regulation ("GDPR").
4. Represents the dilutive impact of convertible preferred shares outstanding which were excluded from the reported diluted earnings per share calculation because these share equivalents would have been antidilutive. The adjusted diluted average shares outstanding (in thousands) were 299,107.

Q1 FY2021 Non-GAAP Income Statement Reconciliation

	Revenues	Gross Profit	SSG&A	R&D	Acquisitions and Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Three Months Ended Dec 31, 2019												
Reported \$ for Three Months Ended Dec 31, 2019	\$4,225	\$1,978	\$1,121	\$270	\$86	\$0	\$501	(\$134)	\$27	\$117	\$278	\$0.87
Reported % of Revenues		46.8%	26.5%	6.4%			11.9%				6.6%	
Reported effective tax rate										29.6%		
Specified items:												
Purchase accounting adjustments pre-tax ⁽¹⁾	-	345	(1)	(3)	-	-	349	(1)	-	-	348	1.27
Integration costs pre-tax ⁽²⁾	-	-	-	-	(62)	-	62	-	-	-	62	0.23
Restructuring costs pre-tax ⁽²⁾	-	-	-	-	(23)	-	23	-	-	-	23	0.08
Transaction gain/loss, product and other litigation-related matters pre-tax ⁽⁵⁾	-	59	-	-	-	-	59	-	-	-	59	0.22
European regulatory initiative-related costs pre-tax ⁽³⁾	-	5	-	(12)	-	-	17	-	-	-	17	0.06
Income tax benefit of special items and impact of tax reform	-	-	-	-	-	-	-	-	-	22	(22)	(0.08)
Adjusted \$ for Three Months Ended Dec 31, 2019	B \$4,225	\$2,387	\$1,120	\$255	\$0	\$0	\$1,013	(\$136)	\$27	\$138	\$766	\$2.65
Adjusted % of Revenues		56.5%	26.5%	6.0%			24.0%				18.1%	
Adjusted effective tax rate										15.3%		

1. Includes amortization and other adjustments related to the purchase accounting for acquisitions impacting identified intangible assets and valuation of fixed assets and debt.
2. Represents integration and restructuring costs associated with acquisitions.
3. Represents costs required to develop processes and systems to comply with regulations such as the European Union Medical Device Regulation ("EUMDR") and General Data Protection Regulation ("GDPR").
5. The amount represents a charge recorded to Cost of products sold related to the estimate of probable future product remediation costs.

Q1 FY2021 Non-GAAP Income Statement Reconciliation

		Revenues	Gross Profit	SSG&A	R&D	Acquisitions and Other Restructurings	Other (Income) Expense	Operating Income	Interest Income (Expense) Net	Other Income, Net	Income Tax Provision	Net Income	Diluted EPS
Three Months Ended Dec 31, 2020 versus Dec 31, 2019													
Adjusted \$ change	C=A-B	\$1,090	\$708	(\$28)	(\$13)	\$0	\$0	\$667	\$17	\$3	(\$93)	\$594	\$1.90
Adjusted % change	D=C/B	25.8%	29.7%	(2.5%)	(5.1%)	-	-	65.9%	12.8%	10.0%	(67.1%)	77.6%	71.7%
Foreign currency translation impact	E	\$64	(\$2)	(\$12)	(\$2)	\$0	\$0	(\$16)	(\$1)	\$0	\$2	(\$14)	(\$0.05)
Adjusted foreign currency neutral \$ change	F=C-E	\$1,027	\$710	(\$15)	(\$11)	\$0	\$0	\$683	\$18	\$3	(\$96)	\$608	\$1.95
Adjusted foreign currency neutral % change	G=F/B	24.3%	29.7%	(1.4%)	(4.3%)	-	-	67.5%	13.5%	10.2%	(68.8%)	79.4%	73.6%

Free Cash Flow Reconciliation

BECTON, DICKINSON AND COMPANY
(Unaudited; Amounts in millions)

	Three Months Ended December 31,			
	2020		2019	
Net cash flows from operations	\$	1,533	\$	713
less: Capital expenditures		(246)		(173)
Free cash flows	\$	1,287	\$	540

Non-GAAP Net Debt Leverage Reconciliation

BECTON, DICKINSON AND COMPANY

RECONCILIATION OF NET INCOME TO NON-GAAP ADJUSTED EBITDA - UNAUDITED

LAST TWELVE MONTHS ENDING SEPTEMBER 30, 2020

(Amounts in millions)

Reported GAAP net income	\$ 874
Adjusted for:	
Depreciation and amortization	2,154
Interest expense	528
Income taxes	111
Share-based compensation	244
Transaction and integration costs pre-tax ⁽¹⁾	215
Restructuring and other costs pre-tax ⁽¹⁾	60
Transaction gain/loss, product and other litigation-related matters pre-tax ⁽²⁾	631
European regulatory initiative-related costs pre-tax ⁽³⁾	106
Investment gains/losses and asset impairments pre-tax ⁽⁴⁾	100
Impacts of debt extinguishment pre-tax	8
Adjusted EBITDA	\$ 5,030
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 ⁽⁵⁾	3.0x

(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 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.

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

Amounts may not add due to rounding

BECTON, DICKINSON AND COMPANY

RECONCILIATION OF NET INCOME TO NON-GAAP ADJUSTED EBITDA - UNAUDITED

LAST TWELVE MONTHS ENDING DECEMBER 31, 2020

(Amounts in millions)

Reported GAAP net income	\$ 1,600
Adjusted for:	
Depreciation and amortization	2,179
Interest expense	511
Income taxes	149
Share-based compensation	245
Transaction and integration costs pre-tax ⁽¹⁾	185
Restructuring and other costs pre-tax ⁽¹⁾	61
Transaction gain/loss, product and other litigation-related matters pre-tax ⁽²⁾	567
European regulatory initiative-related costs pre-tax ⁽³⁾	115
Investment gains/losses and asset impairments pre-tax ⁽⁴⁾	99
Impacts of debt extinguishment pre-tax	18
Adjusted EBITDA	\$ 5,730
Short-Term Debt	\$ 1,737
Long-Term Debt	16,082
Less: Cash, Cash Equivalents and Short Term Investments	(3,260)
Net Debt	\$ 14,559
Net Leverage ⁽⁵⁾	2.5x

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

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

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

(4) Represents charges recorded to write down the carrying values of certain assets.

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

Amounts may not add due to rounding

Fiscal 2021 Guidance

BECTON DICKINSON AND COMPANY

FY2021 OUTLOOK RECONCILIATION

	FY2020		FY2021 Outlook	
	Revenues	% Change	FX Impact	% Change FXN
BDX Revenue (\$ in millions)	\$ 17,117	+12% to +14%	~+2.0%	+10% to +12%

		FY2021 Outlook	
	Full Year FY2020	Full Year FY2021 Outlook	% Change
Reported Fully Diluted Earnings per Share	\$ 2.71		
Purchase accounting adjustments	4.80		
Restructuring costs	0.33		
Integration costs	0.76		
Transaction gain/loss and product-related matters	2.24		
Losses on debt extinguishment	0.03		
European regulatory initiative-related costs	0.38		
Investment gains/losses and asset impairments	0.35		
Income tax benefit of special items	(1.40)		
Adjusted Fully Diluted Earnings per Share	\$ 10.20	\$12.75 to \$12.85	+25.0% to +26.0%

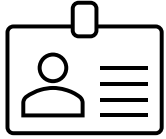
Estimated FX Impact	~+1.0%
Adjusted FXN Growth	+24.0% to +25.0%

Note:

Adjusted diluted EPS for fiscal 2021 excludes potential charges or gains that may be recorded during the fiscal year, such as, among other things, the non-cash amortization of intangible assets, acquisition-related charges, and certain tax matters. BD does not attempt to provide reconciliations of forward-looking non-GAAP EPS guidance to the comparable GAAP measure because the impact and timing of these potential charges or gains is inherently uncertain and difficult to predict and is unavailable without unreasonable efforts. In addition, the company believes such reconciliations would imply a degree of precision and certainty that could be confusing to investors. Such items could have a substantial impact on GAAP measures of BD's financial performance.

Additional Information

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