

# Q4 FY24 Earnings Presentation

November 7, 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 November 7, 2024 earnings press release and our latest Annual Report on Form 10-K and other filings with the Securities and Exchange Commission. BD expressly disclaims any undertaking to update or revise any forward-looking statements set forth herein to reflect events or circumstances after the date hereof, except as required by applicable laws or regulations. The guidance in this presentation is only effective as of the date given, November 7, 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 November 7, 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 adjusted revenue, revenue growth rates on a currency-neutral, adjusted and organic basis, adjusted diluted earnings per share, adjusted operating margin, adjusted gross margin, net leverage, free cash flow and free cash flow conversion. BD management believes that the use of non-GAAP measures to adjust for items that are considered by management to be outside of BD's underlying operational results or that affect period to period comparability helps investors to gain a better understanding of our performance compared to prior periods, to analyze underlying trends in our businesses, to analyze our operating results, and to understand future prospects. Management uses these non-GAAP financial measures to measure and forecast the company's performance, especially when comparing such results to previous periods or forecasts. We believe presenting such adjusted metrics provides investors with greater transparency to the information used by BD management for its operational decision-making and for comparison for other companies within the medical technology industry. Although BD's management believes non-GAAP results are useful in evaluating the performance of its business, its reliance on these measures is limited since items excluded from such measures may have a material impact on BD's net income, earnings per share or cash flows calculated in accordance with GAAP. Therefore, management typically uses non-GAAP results in conjunction with GAAP results to address these limitations. BD strongly encourages investors to review its consolidated financial statements and publicly filed reports in their entirety and cautions investors that the non-GAAP measures used by BD may differ from similar measures used by other companies, even when similar terms are used to identify such measures. Non-GAAP measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.

Reconciliations of these and other non-GAAP measures to the comparable GAAP measures are included in the financial tables at the end of this presentation and in our November 7, 2024 earnings press release. Within these financial tables, certain columns and rows may not add due to the use of rounded numbers. Percentages and earnings per share amounts presented are calculated from the underlying amounts. Current and prior-year adjusted diluted earnings per share results exclude, among other things, the impact of purchase accounting adjustments, integration and restructuring costs, transaction and financing costs, spin-off related costs, certain regulatory costs, certain product remediation costs, certain legal matters, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs.

We also provide these measures, as well as revenue growth rates, on a currency-neutral basis after eliminating the effect of foreign currency translation, where applicable. We calculate foreign currency-neutral percentages by converting our current-period local currency financial results using the prior period foreign currency exchange rates and comparing these adjusted amounts to our current-period results. Reconciliations of these amounts to the most directly comparable GAAP measures are included in the financial tables at the end of this presentation and in our November 7, 2024 earnings press release.

# Basis of Presentation

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

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

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

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

# 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.

The company's expected adjusted diluted EPS and adjusted operating margin for fiscal 2025 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 spin-related costs. BD does not attempt to provide reconciliations of forward-looking adjusted diluted non-GAAP EPS and adjusted operating margin 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. We also present our estimated adjusted revenue and organic revenue growth for our 2025 fiscal year after adjusting for the illustrative impact of foreign currency translation. BD believes that this adjustment allows investors to better evaluate BD's anticipated underlying earnings performance for our 2025 fiscal year in relation to our underlying 2024 fiscal year performance.

# FY24 reflects solid performance and meaningful progress advancing BD2025 strategy

- ✓ Made important advancements to **drive sustained growth** through **high-impact innovation** and **commercial excellence**
- ✓ **Completed Advanced Patient Monitoring acquisition** and launched 20+ key new products across our platforms
- ✓ **Broad-based revenue growth reflects strong volume growth and share gains** while navigating market dynamics in China and Bioscience-Pharma
- ✓ Continued **strong customer preference for the BD Alaris™ ‘Power of One’** and our Connected Medication Management strategy
- ✓ BD Excellence enabled **margin, earnings and free cash flow ahead of original expectations**
- ✓ Delivered **strong double-digit increase in free cash flow** (FCF) driving 82% FCF conversion<sup>(1)</sup>

*“Our growth strategy remains focused on delivering solutions for our customers that leverage significant shifts in technology, like biologics, AI and automation, that are revolutionizing patient care. Combined with accelerated operational performance through BD Excellence and strong capital deployment, we are poised to deliver continued value creation for our shareholders.”*

Tom Polen  
BD Chairman, CEO and President


# Our innovation pipeline - Over 100 new product launches expected by FY25<sup>(1)</sup>

BD Medical


BD Life Sciences

BD Interventional


## Recent innovation driving growth




BD Alaris™  
Infusion System




Site-Rite™ 9  
Ultrasound




BD Pyxis™  
ES1.7 / C2Safe




BD Intellivault™



BD Effivax™



PIVO™ Pro + BD Nexiva™  
with NearPort™ IV Access



BD Neopak™  
XtraFlow™

## Near and mid-term catalysts



HemoSphere Alta™  
Smart Recovery  
Monitor



Swan IQ™ and  
ForeSight IQ™ Smart  
Sensors



BD Libertas™ 5mL



EU Next-Gen  
Infusion Pump



Next-Gen Pyxis  
Medstation™



Parata Max® 2  
Central Fill

## Select pipeline products



BD Intelliport™  
System



Next-Gen  
Blister  
Inspection



BD Libertas™  
10mL



BD Evolve™



U.S.  
NextGen  
Infusion  
Pump



FACSDiscover™ S8 Cell  
Sorter 3, 4, and 5 Laser  
Configurations



BD Horizon™  
Reagents



FACSDuet™  
Premium



BD Rhapsody™  
HT Xpress



BD COR™ MX Module &  
BD COR™ Assays

- Onclarity HPV / ext genotyping
- CT/GC/TV2
- Respiratory Panel
- Vaginal Panel
- Self / home collection (HPV)



Next-Gen Kiestra™  
Total Lab Automation



BD MiniDraw™



Additional  
RealBlue™ &  
RealYellow™  
Dyes




Synapsys™ ID/AST




FACSDiscover™ A8  
Analyzer



Next-Gen BACTEC™




BD Elience™  
POC Molecular




BD COR™ Assays / capabilities


- RVP
- Enteric Panels



FACSDiscover™ A7  
Analyzer



BD Vacutainer®  
AccuSTAT



BD MAX™ assays

- STI
- Enteric



Aspirex™



Highlander™ 014  
PTA Balloon



PureWick™ Male



PureWick™ Flex Female  
External Catheter



BD Trek™  
Bone Biopsy



BD Aprta™



Phasix™ ST  
Umbilical Hernia



Multi-  
Modality  
VAB



PureWick™ Portable



BD Arctic Sun™ Intelligen™  
System with new ArcticGel  
Smart™ Pads



Low Profile Arterial  
Stent Graft



IO Bead



BD Scionix™  
Sirolimus DCB



BD Liverty™ TIPS  
Stent Graft



Rotarex™ Small Vessel



Prophylactic mesh  
placement for Incisional  
Hernia Prevention

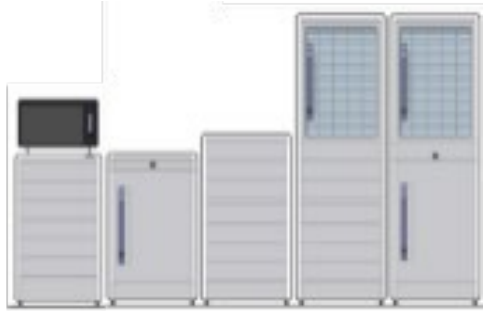


Robotic Optimized  
Ventral Mesh



# Strong innovation pipeline progressing in support of our BD2025 strategy

## Advancing our cloud connectivity and secure storage leadership



Next-Gen Pyxis Medstation™

- On track for 2H CY25 launch
- Streamlining pharmacy and clinical operations with data insights and improved workflow efficiencies

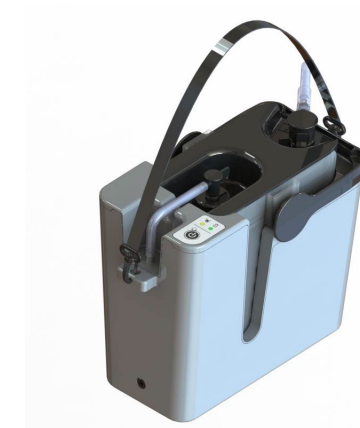
## Increasing lab productivity and resolving complex biology



FACSDiscover™ A8 Cell Analyzer

- On track for 2H FY25 launch
- Brings the power of BD SpectralFX™ and BD CellView™ technologies to the analyzer segment

## Expanding care through increased user mobility options

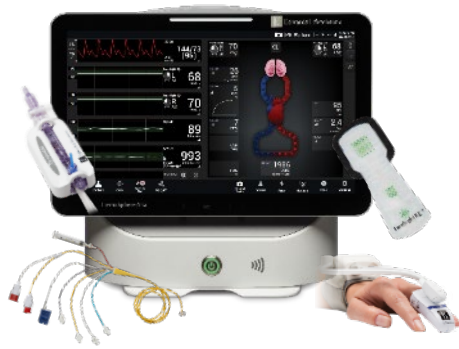


BD PureWick™ Portable

- On track for launch in 2H FY25
- Supporting consumers with functional incontinence and mobility issues

# Revolutionizing hemodynamic monitoring with smarter insights and algorithms

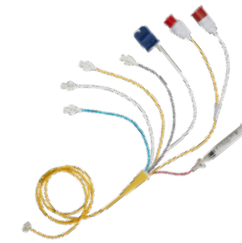
## Launching Next-Gen HemoSphere Alta™ Monitor



### HemoSphere Alta™ Smart Recovery Monitor

- On track for launch in 1H FY25
- Comprehensive pressure, flow and tissue oxygenation insights for varying acuities
- Individualized care with full-range of sensors enabled with predictive IQ algorithms

## “Smartify”-ing Swan-Ganz™ and ForeSight™ Sensors



Swan IQ™ Smart Algorithms  
Right Ventricular Pressure  
Global Hypoperfusion Index  
Smart Wedge



ForeSight IQ™ Smart Algorithms  
Cerebral Adaptive Index  
Hemoglobin

### Swan IQ™ and ForeSight IQ™ Smart Sensors

- On track for launch in 1H FY25 with Alta™
- Revolutionizing market-leading Swan-Ganz™ and ForeSight™ sensors with smart algorithms
- Comprehensive hemodynamic insights including right-heart pressures and cerebral oxygenation

# Corporate Sustainability: Together We Advance



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



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



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



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



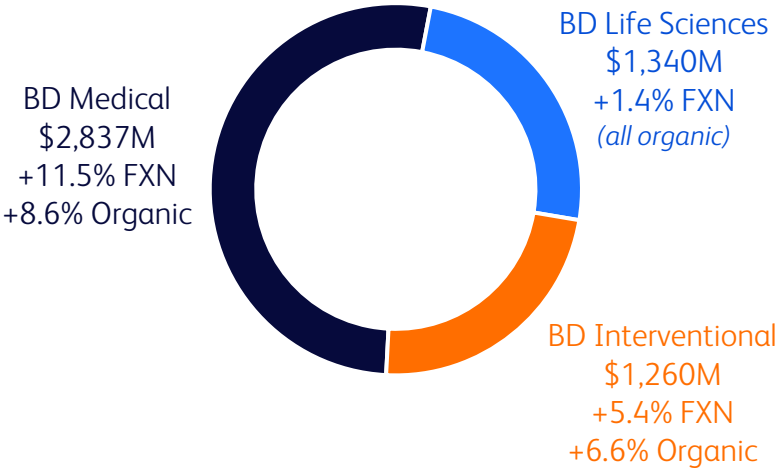
Named among the  
**100 Best Corporate Citizens**  
of 2024 by 3BL



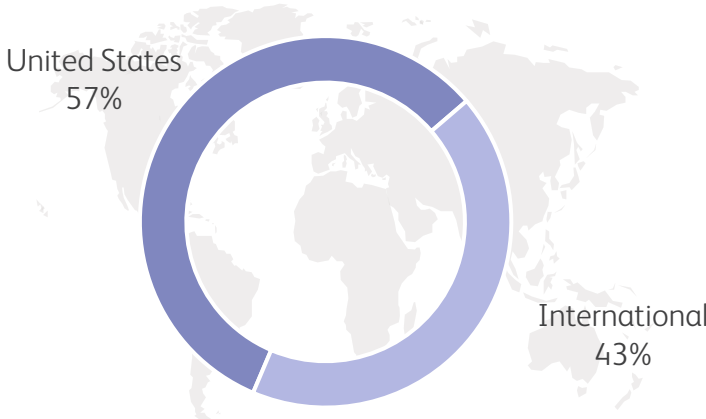
# Q4 FY24 Consolidated Performance Summary

<p>Revenue</p> <p><b>\$5.4B</b></p> <p>+7.4% FXN +6.2% Organic</p>	<p>Adj. Operating Margin</p> <p><b>26.6%</b></p> <p>+120 bps YoY</p>	<p>Adj. Diluted EPS</p> <p><b>\$3.81</b></p> <p>+11.4% YoY</p>	<p>Operating Cash Flow</p> <p><b>\$3.8B</b></p> <p>YTD</p>
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Revenue by segment

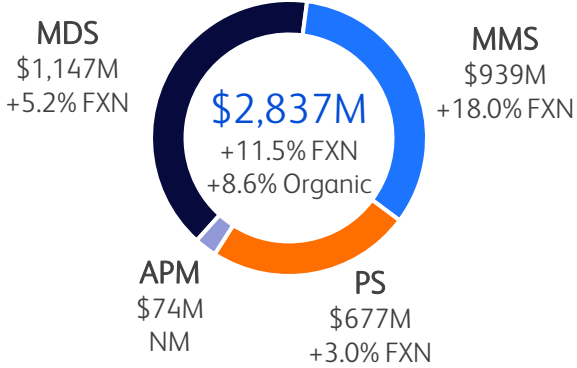


Revenue by geography



# Q4 FY24 Segment Revenue and Key Highlights

## BD Medical



### Medication Delivery Solutions

Strong volume growth across the portfolio with increased share in Vascular Access Management and hypodermic products

### Medication Management Solutions

High double-digit growth in Infusion driven by BD Alaris™ and higher utilization of infusion sets, partially offset by prior-year comparison in Dispensing Solutions

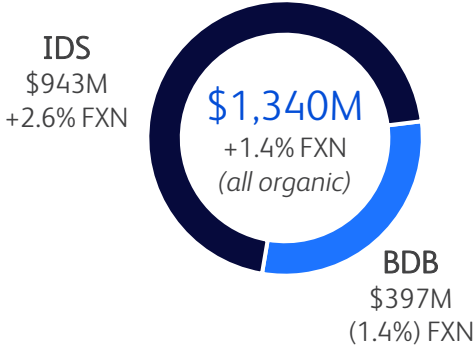
### Pharmaceutical Systems

Double-digit growth in Biologics, including GLP-1s, partially offset by expected transitory market dynamics including customer inventory de-stocking in anti-coagulants and vaccines

### Advanced Patient Monitoring

Acquisition closed September 3, 2024

## BD Life Sciences



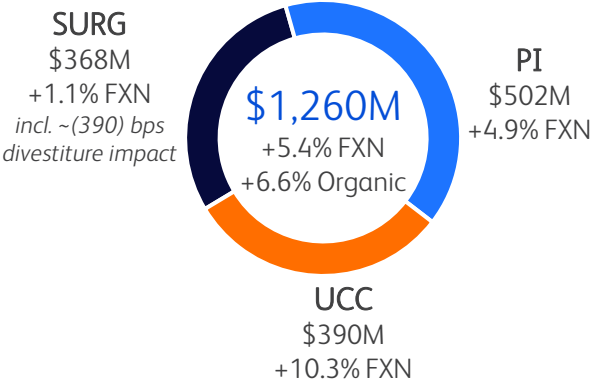
### Integrated Diagnostic Solutions

Strong growth in Specimen Management driven by broad volume strength, and double-digit growth in BD MAX™ IVD and BD COR™, partially offset by the prior-year comparison in Microbiology

### Biosciences

Transitory market dynamics resulted in lower market demand for research instruments, partially offset by strong growth in Clinical solutions driven by the FACSLyric™ Clinical Cell Analyzer and cancer reagents

## BD Interventional



### Surgery

Double-digit growth in Infection Prevention and Phasix™ hernia resorbable scaffold, partially offset by a tough prior-year comparison in Advanced Repair & Reconstruction

### Peripheral Intervention

Double-digit growth in the Peripheral Vascular Disease portfolio and strong growth in End Stage Kidney Disease, partially offset by a decline in U.S. Oncology due to prior-year distributor stocking

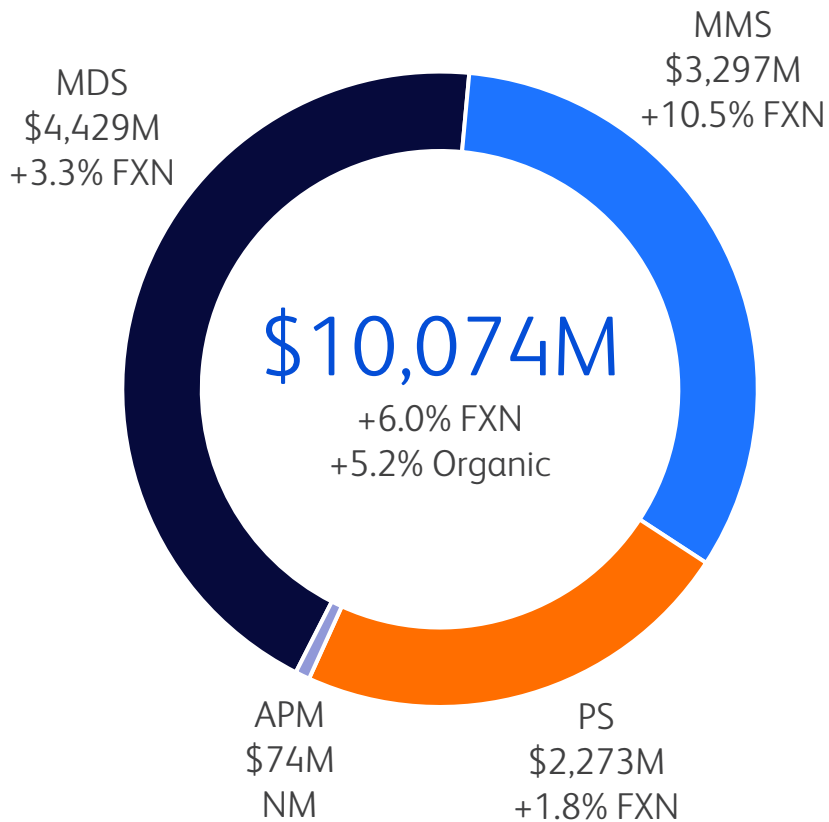
### Urology and Critical Care

Strong double-digit growth in PureWick™ franchise with continued adoption of Male and Female portfolios

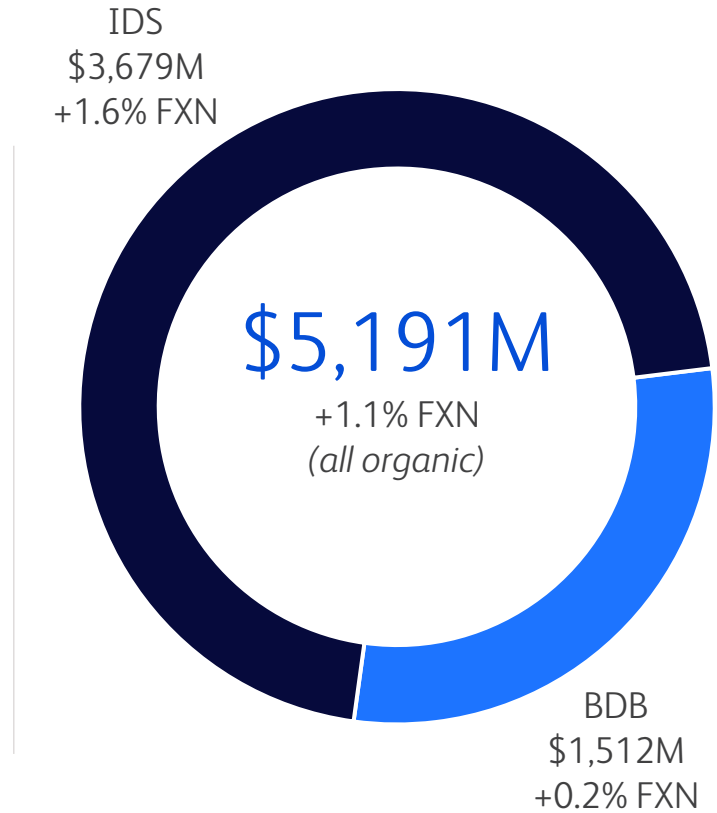


# FY24 Segment Revenue

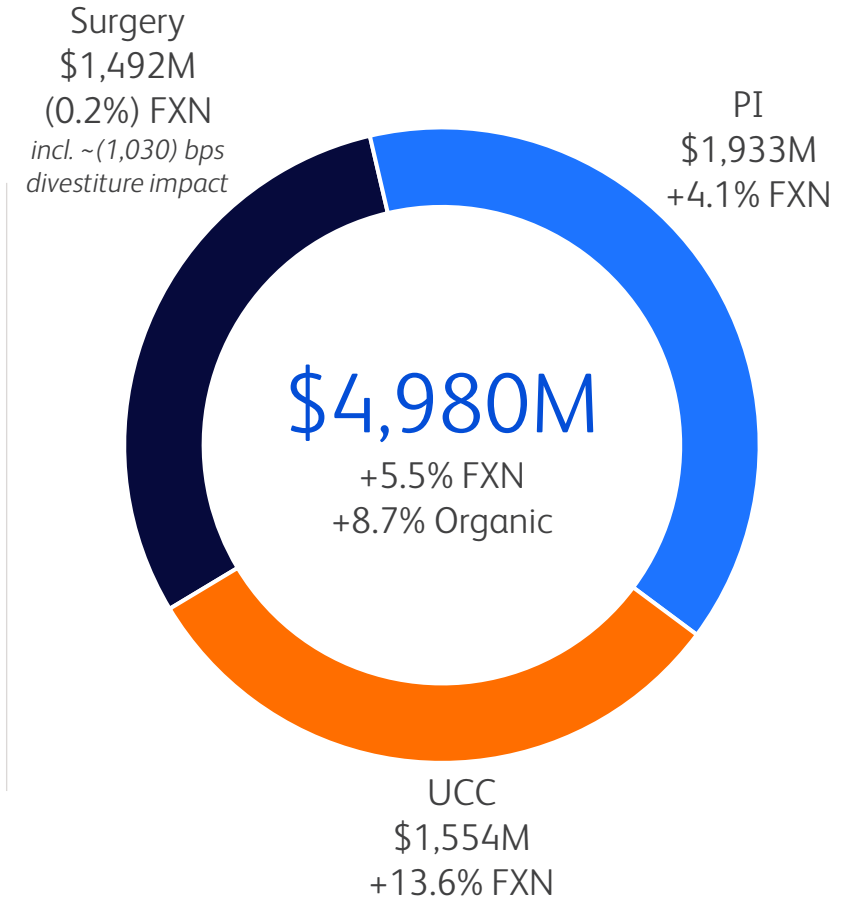
## BD Medical



## BD Life Sciences



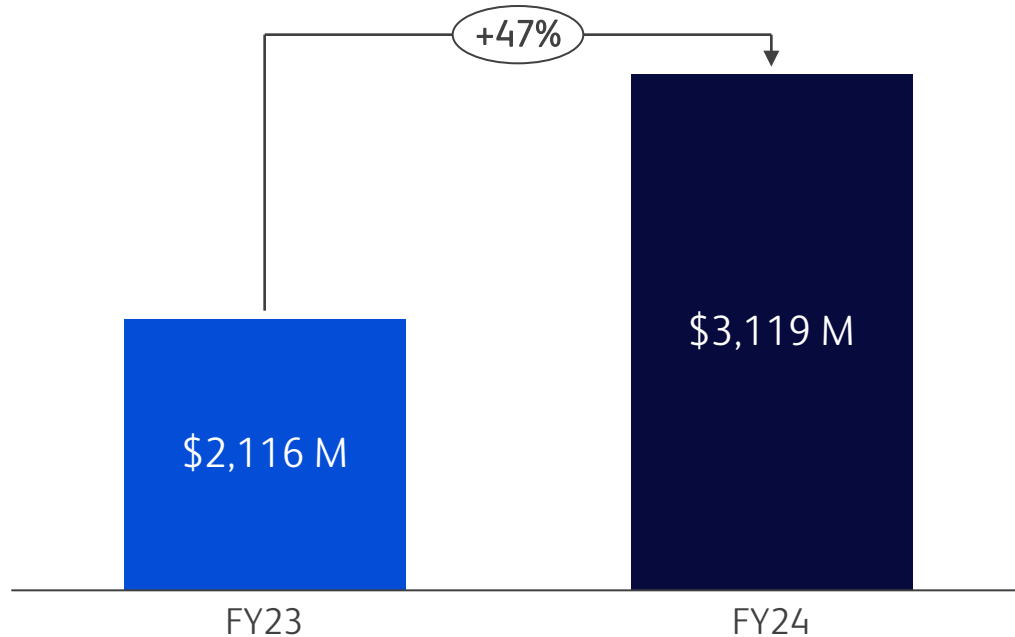
## BD Interventional



# Q4 and Full-Year Adjusted Income Statement

(As adjusted) \$ in millions, except per share data	Q4 FY24	Q4 FY23	Y/Y Δ	FY24	FY23	Y/Y Δ
Revenues	\$5,437	\$5,087	6.9%*	\$20,245	\$19,372	4.5%*
<i>Organic revenue growth</i>			6.2%			5.0%
Gross Profit	\$2,969	\$2,676	11.0%	\$10,791	\$10,365	4.1%
Gross margin	54.6%	52.6%	200 bps	53.3%	53.5%	(20 bps)
SSG&A	\$1,244	\$1,135	9.6%	\$4,796	\$4,729	1.4%
% of revenues	22.9%	22.3%	60 bps	23.7%	24.4%	(70 bps)
R&D	\$282	\$259	8.8%	\$1,126	\$1,154	(2.4%)
% of revenues	5.2%	5.1%	10 bps	5.6%	6.0%	(40 bps)
Other Operating (Income) expense, net	(\$5)	(\$12)	57.0%	(\$35)	(\$74)	52.9%
Operating Income	\$1,449	\$1,294	11.9%	\$4,904	\$4,557	7.6%
Operating margin	26.6%	25.4%	120 bps	24.2%	23.5%	70 bps
Interest / Other, net	(\$129)	(\$121)	6.7%	(\$483)	(\$446)	8.2%
Tax Rate	16.2%	14.8%	140 bps	13.5%	12.9%	60 bps
Net Income	\$1,106	\$1,000	10.6%	\$3,824	\$3,580	6.8%
Preferred Dividend	---	---		---	\$60	
Net Income Applicable to Common Shareholders	\$1,106	\$1,000		\$3,824	\$3,520	
Average diluted common shares	291	293		291	288	
Earnings per Share	\$3.81	\$3.42	11.4%	\$13.14	\$12.21	7.6%

# FY24 Free Cash Flow



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

# FY25 Guidance

	November 7, 2024	Commentary
Estimated Total Company Revenue	~\$21.9B to \$22.1B	
Adjusted Revenue Growth (FXN)	8.8% to 9.3%	<ul style="list-style-type: none"> <li>Segment growth expectations relative to BD organic growth range: Medical in-line, Life Sciences below and Interventional above</li> <li>Modest FX impact of ~ (25 bps) estimated based on current spot rates and currency mix (Euro = 1.08 USD)</li> </ul>
Organic Revenue Growth (FXN)	4.0% to 4.5% <i>(includes absorbing ~125 bps impact from expected China decline + Bioscience-Pharma dynamics)</i>	
Adjusted Operating Margin	~100 bps improvement <i>vs. 24.2% in FY24</i>	
Adjusted Diluted Earnings Per Share	\$14.25 to \$14.60 <i>vs. \$13.14 in FY24</i>	

# Appendix

# Glossary

Adj.	Adjusted	HPV	Human Papillomavirus	R&D	Research and Development
APM	Advanced Patient Monitoring	HT	High Throughput	RVP	Respiratory Viral Panel
B	Billion	ID/AST	Identification & Antibiotic Susceptibility Testing	SSG&A	Shipping, Selling, General and Administrative
BDB	Biosciences	IDS	Integrated Diagnostics Solutions	ST	Sepra Technology
BPS	Basis Points	IO	Intraosseous	STI	Sexually Transmitted Infection
CEO	Chief Executive Officer	IV	Intravenous	SURG	Surgery
CT/GC/TV2	Chlamydia/Gonorrhea/Trichomonas	IVD	In Vitro Diagnostic	TIPS	Transjugular Intrahepatic Portosystemic Shunt
CY	Calendar Year	M	Million	TSA/LSA	Transitional Service Agreement/Logistics Services Agreement
DCB	Drug Coated Balloon	MDS	Medication Delivery Solutions	UCC	Urology & Critical Care
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	mL	Milliliter	USD	United States Dollar
EPS	Earnings Per Share	MMS	Medication Management Solutions	VAB	Vacuum Assisted Biopsy
ES	Enterprise Server	PI	Peripheral Intervention	YoY or Y/Y	Year over Year
EU	European Union	POC	Point of Care	YTD	Year To Date
FCF	Free Cash Flow	PS	Pharmaceutical Systems	1H	1 <sup>st</sup> Half of Fiscal Year
FY	Fiscal Year	PTA	Percutaneous Transluminal Angioplasty	2H	2 <sup>nd</sup> Half of Fiscal Year
GLP-1	Glucagon-Like Peptide-1	Q	Quarter		



# Supplemental Reconciliation – Revenues by Business Segments and Units

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

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2024	2023	FX Impact	% Change Reported	% Change FXN
<b>BD MEDICAL</b>					
Medication Delivery Solutions	\$ 1,147	\$ 1,098	\$ (8)	4.4	5.2
Medication Management Solutions	939	796	(1)	17.9	18.0
Pharmaceutical Systems	677	659	(2)	2.7	3.0
Advanced Patient Monitoring	74	—	—	NM	NM
<b>TOTAL</b>	<b>\$ 2,837</b>	<b>\$ 2,554</b>	<b>\$ (11)</b>	<b>11.1</b>	<b>11.5</b>
<b>BD LIFE SCIENCES</b>					
Integrated Diagnostic Solutions	\$ 943	\$ 926	\$ (7)	1.8	2.6
Biosciences	397	405	(1)	(1.8)	(1.4)
<b>TOTAL</b>	<b>\$ 1,340</b>	<b>\$ 1,330</b>	<b>\$ (9)</b>	<b>0.7</b>	<b>1.4</b>
<b>BD INTERVENTIONAL</b>					
Surgery	\$ 368	\$ 366	\$ (2)	0.7	1.1
Peripheral Intervention	502	482	(4)	4.1	4.9
Urology and Critical Care	390	355	(2)	9.7	10.3
<b>TOTAL</b>	<b>\$ 1,260</b>	<b>\$ 1,203</b>	<b>\$ (8)</b>	<b>4.7</b>	<b>5.4</b>
<b>TOTAL REVENUES</b>	<b>\$ 5,437</b>	<b>\$ 5,087</b>	<b>\$ (27)</b>	<b>6.9</b>	<b>7.4</b>

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

# Supplemental Reconciliation – Revenues by Business Segments and Units

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

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
				% Change	
	2024	2023	FX Impact	Reported	FXN
<b>BD MEDICAL</b>					
Medication Delivery Solutions	\$ 4,429	\$ 4,293	\$ (4)	3.2	3.3
Medication Management Solutions	3,297	2,980	5	10.7	10.5
Pharmaceutical Systems	2,273	2,229	3	2.0	1.8
Advanced Patient Monitoring	74	—	—	NM	NM
<b>TOTAL</b>	<b>\$ 10,074</b>	<b>\$ 9,502</b>	<b>\$ 4</b>	<b>6.0</b>	<b>6.0</b>
<b>BD LIFE SCIENCES</b>					
Integrated Diagnostic Solutions	\$ 3,679	\$ 3,624	\$ (2)	1.5	1.6
Biosciences	1,512	1,509	1	0.2	0.2
<b>TOTAL</b>	<b>\$ 5,191</b>	<b>\$ 5,133</b>	<b>\$ (1)</b>	<b>1.1</b>	<b>1.1</b>
<b>BD INTERVENTIONAL</b>					
Surgery	\$ 1,492	\$ 1,497	\$ (2)	(0.3)	(0.2)
Peripheral Intervention	1,933	1,865	(9)	3.7	4.1
Urology and Critical Care	1,554	1,374	(7)	13.1	13.6
<b>TOTAL</b>	<b>\$ 4,980</b>	<b>\$ 4,736</b>	<b>\$ (18)</b>	<b>5.1</b>	<b>5.5</b>
Other <sup>(1)</sup>	\$ (67)	\$ —	\$ —	NM	NM
<b>TOTAL REVENUES</b>	<b>\$ 20,178</b>	<b>\$ 19,372</b>	<b>\$ (14)</b>	<b>4.2</b>	<b>4.2</b>

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

(1) Represents the recognition of accruals resulting from recent developments relating to the Italian government medical device pay back legislation, as well as another legal matter, and which substantially relate to years prior to the current fiscal year. Such amounts were not allocated to our reportable segments.

## Supplemental Reconciliation – Revenues by Geographic Regions

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

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
				% Change	
	2024	2023	FX Impact	Reported	FXN
United States	\$ 3,117	\$ 2,879	—	8.3	8.3
International	2,320	2,209	(27)	5.1	6.3
<b>TOTAL REVENUES</b>	<b>\$ 5,437</b>	<b>\$ 5,087</b>	<b>\$ (27)</b>	<b>6.9</b>	<b>7.4</b>
Developed Markets	\$ 4,605	\$ 4,327	\$ (13)	6.4	6.7
Emerging Markets	832	760	(15)	9.5	11.4
<b>TOTAL REVENUES</b>	<b>\$ 5,437</b>	<b>\$ 5,087</b>	<b>\$ (27)</b>	<b>6.9</b>	<b>7.4</b>
<i>China</i>	\$ 324	\$ 312	—	3.8	3.9

## Supplemental Reconciliation – Reported Geographic Revenue to Adjusted Revenue

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

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
				% Change	
	2024	2023	FX Impact	Reported	FXN
<b>TOTAL REVENUES</b>	<b>\$ 20,178</b>	<b>\$ 19,372</b>	<b>\$ (14)</b>	<b>4.2</b>	<b>4.2</b>
Add: Reduction for government legislative and legal matters <sup>(1)</sup>	67	—	—	NM	NM
<b>ADJUSTED TOTAL REVENUES</b>	<b>\$ 20,245</b>	<b>\$ 19,372</b>	<b>\$ (14)</b>	<b>4.5</b>	<b>4.6</b>
Less: Emerging Markets	3,054	2,966	(18)	3.0	3.6
<b>Adjusted Developed Markets</b>	<b>\$ 17,191</b>	<b>\$ 16,406</b>	<b>\$ 4</b>	<b>4.8</b>	<b>4.8</b>
Add: Reduction for government legislative and legal matters <sup>(1)</sup>	67	—	—	NM	NM
<i>China</i>	\$ 1,263	\$ 1,336	\$ (28)	(5.5)	(3.4)

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

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

# Supplemental Reconciliation – Reported Revenue to Organic Revenue

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

	A	B	C	D = (A-B)/B	E = (A-B-C)/B
				% Change	
				2024	2023
<b>TOTAL REVENUES</b>	\$ 5,437	\$ 5,087	\$ (27)	6.9	7.4
Less: Inorganic revenue adjustment <sup>(1)</sup>	74	14	—	444.6	444.6
<b>Organic Revenue</b>	\$ 5,363	\$ 5,074	\$ (27)	5.7	6.2
<b>BD MEDICAL REVENUES</b>	\$ 2,837	\$ 2,554	\$ (11)	11.1	11.5
Less: Inorganic revenue adjustment <sup>(1)</sup>	74	—	—	NM	NM
<b>BD Medical Organic Revenue</b>	\$ 2,763	\$ 2,554	\$ (11)	8.2	8.6
<b>BD INTERVENTIONAL REVENUES</b>	\$ 1,260	\$ 1,203	\$ (8)	4.7	5.4
Less: Inorganic revenue adjustment <sup>(1)</sup>	—	14	—	(100.0)	(100.0)
<b>BD Interventional Organic Revenue</b>	\$ 1,260	\$ 1,190	\$ (8)	5.9	6.6

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

(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. Acquisitions include: Edwards Lifesciences' Critical Care Product Group, which was renamed as BD Advanced Patient Monitoring, in the Medical Segment. Divestitures include: the sale of the Surgical Instrumentation platform in the Interventional segment.

# Supplemental Reconciliation – Reported Revenue to Organic Revenue

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

	A	B	C	D=(A-B)/B	E=(A-B-C)/B
	2024	2023	FX Impact	% Change Reported	% Change FXN
<b>TOTAL REVENUES</b>	\$ 20,178	\$ 19,372	\$ (14)	4.2	4.2
Add: Reduction for government legislative and legal matters <sup>(1)</sup>	67	—	—	NM	NM
<b>Adjusted Total Revenues</b>	\$ 20,245	\$ 19,372	\$ (14)	4.5	4.6
Less: Inorganic revenue adjustment <sup>(2)</sup>	74	140	—	(46.9)	(46.9)
<b>Organic Revenue</b>	\$ 20,171	\$ 19,232	\$ (14)	4.9	5.0
<i>Pharmaceutical Systems Revenue</i>	2,273	2,229	3	2.0	1.8
<i>Biosciences Revenue</i>	1,512	1,509	1	0.2	0.2
Less: Subtotal Pharmaceutical Systems and Biosciences Revenue	\$ 3,786	\$ 3,738	\$ 4	1.3	1.2
<i>Total Organic MedTech and Diagnostics Businesses Revenue <sup>(3)</sup></i>	\$ 16,385	\$ 15,494	\$ (18)	5.8	5.9
<b>BD MEDICAL REVENUES</b>	\$ 10,074	\$ 9,502	\$ 4	6.0	6.0
Less: Inorganic revenue adjustment <sup>(2)</sup>	74	—	—	NM	NM
<b>BD Medical Organic Revenue</b>	\$ 9,999	\$ 9,502	\$ 4	5.2	5.2
<b>BD INTERVENTIONAL REVENUES</b>	\$ 4,980	\$ 4,736	\$ (18)	5.1	5.5
Less: Inorganic revenue adjustment <sup>(2)</sup>	—	140	—	(100.0)	(100.0)
<b>BD Interventional Organic Revenue</b>	\$ 4,980	\$ 4,597	\$ (18)	8.3	8.7

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

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

# Supplemental Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

For the Three Months Ended September 30,  
(Unaudited)

	Three Months Ended September 30,						
	2024	2023	Change	FX Impact	FXN Change	Change %	FXN Change %
<b>Reported Diluted Earnings per Share from Continuing Operations</b>	<b>\$ 1.45</b>	<b>\$ 0.53</b>	<b>\$ 0.92</b>	<b>\$ (0.13)</b>	<b>\$ 1.05</b>	<b>173.6%</b>	<b>198.1%</b>
Purchase accounting adjustments (\$427 million and \$363 million pre-tax, respectively) <sup>(1)</sup>	1.47	1.24		—			
Integration costs (\$6 million and \$12 million pre-tax, respectively) <sup>(2)</sup>	0.02	0.04		—			
Restructuring costs (\$125 million and \$119 million pre-tax, respectively) <sup>(2)</sup>	0.43	0.41		—			
Transaction Costs (\$39 million pre-tax) <sup>(3)</sup>	0.13	—		—			
Financing Costs ((\$6) million pre-tax) <sup>(3)</sup>	(0.02)	—		—			
Separation-related items (\$6 million and \$4 million pre-tax, respectively) <sup>(4)</sup>	0.02	0.02		—			
European regulatory initiative-related costs (\$32 million and \$36 million pre-tax, respectively) <sup>(5)</sup>	0.11	0.12		—			
Product, litigation, and other items (\$149 million and \$458 million pre-tax, respectively) <sup>(6)</sup>	0.51	1.56		—			
Tax impact of specified items and other tax related ((\$93) million and (\$146) million, respectively)	(0.32)	(0.50)		—			
<b>Adjusted Diluted Earnings per Share from Continuing Operations</b>	<b>\$ 3.81</b>	<b>\$ 3.42</b>	<b>\$ 0.39</b>	<b>\$ (0.13)</b>	<b>\$ 0.52</b>	<b>11.4%</b>	<b>15.2%</b>

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

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

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

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

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

(6) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain legal matters, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2024 reflects charges to *Other operating expense (income), net* related to legal matters, including a \$125 million charge to accrue an estimated liability for the SEC investigation with respect to, among other things, certain reporting issues involving BD Alaris™ infusion pumps included in SEC disclosures prior to 2021, based on discussions with the SEC with respect to a potential resolution of this matter. The Company cannot anticipate the timing, scope, outcome or ultimate impact of the SEC investigation, financial or otherwise, including but not limited to what actions the SEC might pursue against the Company and/or individuals. As a result, the ultimate resolution is unknown at this time, and it is possible that the amount of the Company's liability could significantly exceed its currently accrued amount. The amount in 2023 includes a charge of \$563 million to adjust the estimate of future product remediation costs to *Cost of products sold* and a charge of \$55 million related to pension settlement costs to *Other expense, net*. The amount in 2023 also includes a gain of \$268 million related to the sale of our Surgical Instrumentation platform recorded to *Other operating expense (income), net*.

# Supplemental Reconciliation

For the Three Months ended September 30, 2024

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

	Reported (GAAP)	Purchase accounting adjustments	Integration costs	Restructuring costs	Transaction Costs	Financing Costs	Separation - related items	European Regulatory	Product, litigation, and other items	Income tax benefit of special items	Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment <sup>(1)</sup>
Revenues	\$ 5,437	-	-	-	-	-	-	-	-	-	\$ 5,437	
Gross Profit	\$ 2,514	\$ 429	-	-	-	-	-	\$ 16	\$ 10	-	\$ 2,969	1,5,6
% Revenues	46.2%										54.6%	
SSG&A	\$ 1,256	\$ 1	-	-	-	-	-	-	\$ (12)	-	\$ 1,244	1,6
% Revenues	23.1%										22.9%	
R&D	\$ 302	-	-	-	-	-	-	\$ (16)	\$ (4)	-	\$ 282	5,6
% Revenues	5.6%										5.2%	
Integration, restructuring and transaction expense	\$ 170	-	\$ (6)	\$ (125)	\$ (39)	-	-	-	-	-	-	2,3
% Revenues	3.1%										0.0%	
Other Operating Expense (Income), net	\$ 137	-	-	-	-	-	\$ (6)	-	\$ (136)	-	\$ (5)	4,6
% Revenues	2.5%										(0.1%)	
Operating Income	\$ 650	\$ 428	\$ 6	\$ 125	\$ 39	-	\$ 6	\$ 32	\$ 162	-	\$ 1,449	1,2,3,4,5,6
Operating Margin	12.0%										26.6%	
Net interest expense	\$ (99)	\$ (1)	-	-	-	\$ (6)	-	-	-	-	\$ (106)	1,3
Other Income (Expense), Net	\$ (9)	-	-	-	-	-	-	-	\$ (13)	-	\$ (22)	6
Income Tax Provision	\$ 121									\$ 93	\$ 214	
Effective Tax Rate	22.3%										16.2%	
Net Income	\$ 421	\$ 427	\$ 6	\$ 125	\$ 39	\$ (6)	\$ 6	\$ 32	\$ 149	\$ (93)	\$ 1,106	1,2,3,4,5,6
% Revenues	7.7%										20.3%	
Diluted Earnings per Share	\$ 1.45	\$ 1.47	\$ 0.02	\$ 0.43	\$ 0.13	\$ (0.02)	\$ 0.02	\$ 0.11	\$ 0.51	\$ (0.32)	\$ 3.81	1,2,3,4,5,6

# Supplemental Reconciliation

For the Three Months ended September 30, 2023  
(Unaudited; \$ in millions, except per share data)

	Reported (GAAP)	Purchase accounting adjustments	Integration costs	Restructuring costs	Separation- related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Income tax benefit of special items	Adjusted (Non-GAAP)	Notes for Non- GAAP Adjustment <sup>(1)</sup>
Revenues	\$ 5,087	-	-	-	-	-	-	-	-	\$ 5,087	
Gross Profit	\$ 1,701	\$ 363	-	-	-	\$ 14	\$ 599	-	-	\$ 2,676	1,5,6
% Revenues	33.4%									52.6%	
SSG&A	\$ 1,137	\$ (1)	-	-	-	\$ (1)	-	-	-	\$ 1,135	1,5
% Revenues	22.4%									22.3%	
R&D	\$ 281	-	-	-	-	\$ (22)	-	-	-	\$ 259	5
% Revenues	5.5%									5.1%	
Integration, restructuring and transaction expense	\$ 138	-	\$ (12)	\$ (119)	-	-	\$ (7)	-	-	-	2,6
% Revenues	2.7%									0.0%	
Other Operating (Income)/Expense, net	\$ (203)	-	-	-	\$ (4)	-	\$ 210	\$ (14)	-	\$ (12)	4,6
% Revenues	(4.0%)									(0.2%)	
Operating Income	\$ 349	\$ 364	\$ 12	\$ 119	\$ 4	\$ 36	\$ 395	\$ 14	-	\$ 1,294	1,2,4,5,6
Operating Margin	6.9%									25.4%	
Net interest expense	\$ (104)	\$ (1)	-	-	-	-	-	-	-	\$ (105)	1
Other Income (Expense), Net	\$ (63)	-	-	-	-	-	\$ 62	\$ (14)	-	\$ (15)	6
Income Tax Provision	\$ 27								\$ 146	\$ 173	
Effective Tax Rate	15.1%									14.8%	
Net Income	\$ 154	\$ 363	\$ 12	\$ 119	\$ 4	\$ 36	\$ 458	-	\$ (146)	\$ 1,000	1,2,4,5,6
% Revenues	3.0%									19.7%	
Diluted Earnings per Share	\$ 0.53	\$ 1.24	\$ 0.04	\$ 0.41	\$ 0.02	\$ 0.12	\$ 1.56	-	\$ (0.50)	\$ 3.42	1,2,4,5,6



# Supplemental Reconciliation

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

	(A)	(B)	(C) = (A) - (B)	(D) = (C) / (B)
	Adjusted (Non-GAAP) Q4 FY24	Adjusted (Non-GAAP) Q4 FY23	Adjusted (Non-GAAP) \$ Change	Adjusted (Non-GAAP) % Change
Revenues	\$ 5,437	\$ 5,087	\$ 350	6.9%
Gross Profit	\$ 2,969	\$ 2,676	\$ 294	11.0%
% Revenues	54.6%	52.6%		
SSG&A	\$ 1,244	\$ 1,135	\$ 109	9.6%
% Revenues	22.9%	22.3%		
R&D	\$ 282	\$ 259	\$ 23	8.8%
% Revenues	5.2%	5.1%		
Other Operating (Income)/Expense, net	\$ (5)	\$ (12)	\$ 7	57.0%
% Revenues	(0.1%)	(0.2%)		
Operating Income	\$ 1,449	\$ 1,294	\$ 154	11.9%
Operating Margin	26.6%	25.4%		
Net interest expense	\$ (106)	\$ (105)	\$ (1)	0.9%
Other Income (Expense), Net	\$ (22)	\$ (15)	\$ (7)	46.6%
Income Tax Provision	\$ 214	\$ 173	\$ 40	23.3%
Effective Tax Rate	16.2%	14.8%		
Net Income	\$ 1,106	\$ 1,000	\$ 106	10.6%
% Revenues	20.3%	19.7%		
Diluted Earnings per Share	\$ 3.81	\$ 3.42	\$ 0.39	11.4%

# Supplemental Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

For the Twelve Months Ended September 30,  
(Unaudited)

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

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

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

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

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

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

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

# Supplemental Reconciliation

For the Twelve Months ended September 30, 2024  
(Unaudited; \$ in millions, except per share data)

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

# Supplemental Reconciliation

For the Twelve Months ended September 30, 2023  
(Unaudited; \$ in millions, except per share data)

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

# Supplemental Reconciliation

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

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

# Supplemental Reconciliation – Net Leverage

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

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

Note: Amounts may not add due to rounding.

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

# Supplemental Reconciliation – Free Cash Flow and Free Cash Flow Conversion

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

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

Note: Amounts may not add due to rounding.

- (1) Refers to the adjusted figures for the twelve-month periods ended September 30, 2024 and September 30, 2023 from slide 29.
- (2) FCF conversion is calculated by dividing free cash flow by adjusted net income.

# FY2025 Outlook Reconciliation

	Full Year FY 2024	Full Year FY 2025 Outlook	
	(\$ in millions)	% Change	Revenues
BDX Reported Revenues	\$ 20,178		
Add: Revenue Adjustment Impact	67		
Adjusted Revenues	\$ 20,245		
FY 2025 Reported Revenue Growth		+8.9% to +9.4%	
Revenue Adjustment Impact		~+35 basis points	
Illustrative Foreign Currency (FX) Impact		(~25) basis points	
FY 2025 Revenue Growth (adjusted)(FXN)		+8.8% to 9.3%	
FY 2025 Inorganic Impact to Revenue Growth		~+475 basis points	
FY 2025 Organic Revenue Growth(FXN)		+4.0% to +4.5%	
Total FY 2025 Revenues			~\$21.9 to \$22.1 billion

Notes:

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



# FY2025 Outlook Reconciliation

	Full Year FY 2024 from Continuing Operations	<u>Full Year FY 2025 Outlook</u> Total Company
<b>Reported Diluted Earnings per Share</b>	\$ 5.93	
Purchase accounting adjustments (\$1.503 billion pre-tax) <sup>(1)</sup>	5.16	
Integration costs (\$23 million pre-tax) <sup>(2)</sup>	0.08	
Restructuring costs (\$387 million pre-tax) <sup>(2)</sup>	1.33	
Transaction Costs (\$48 million pre-tax) <sup>(3)</sup>	0.17	
Financing Costs ((\$8) million pre-tax) <sup>(3)</sup>	(0.03)	
Separation-related items (\$13 million pre-tax) <sup>(4)</sup>	0.05	
European regulatory initiative-related costs (\$104 million pre-tax) <sup>(5)</sup>	0.36	
Product, litigation, and other items (\$318 million pre-tax) <sup>(6)</sup>	1.09	
Tax impact of specified items and other tax related ((\$290) million)	(1.00)	
<b>Adjusted Diluted Earnings per Share</b>	<u>\$ 13.14</u>	<u>\$14.25 to \$14.60</u>
<b>Reported % Change</b>		<b>+8.5% to +11.0%</b>

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

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

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

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

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

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