

Q2 FY22 Earnings Presentation

May 5, 2022



Advancing the
world of health™

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, 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 latest Quarterly Report on Form 10-Q and other filings with the Securities and Exchange Commission. BD expressly disclaims any undertaking to update or revise any forward-looking statements set forth herein to reflect events or circumstances after the date hereof, except as required by applicable laws or regulations. The guidance in this presentation is only effective as of the date given, May 5, 2022, and will not be updated or affirmed unless and until we publicly announce updated or affirmed 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 base business margins, base revenue, organic revenue, adjusted earnings per share, adjusted gross margin, adjusted operating margin and net leverage. 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 base operating results, and understand future prospects. Management uses these non-GAAP financial measures to measure and forecast the company's performance, especially when comparing such results to previous periods or forecasts. We believe presenting such adjusted metrics provides investors with greater transparency to the information used by BD management for its operational decision-making and for comparison for other companies within the medical technology industry. Although BD's management believes non-GAAP results are useful in evaluating the performance of its business, its reliance on these measures is limited since items excluded from such measures may have a material impact on BD's net income, earnings per share or cash flows calculated in accordance with GAAP. Therefore, management typically uses non-GAAP results in conjunction with GAAP results to address these limitations. BD strongly encourages investors to review its consolidated financial statements and publicly filed reports in their entirety and cautions investors that the non-GAAP measures used by BD may differ from similar measures used by other companies, even when similar terms are used to identify such measures. Non-GAAP measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.

Reconciliations of these and other non-GAAP measures to the comparable GAAP measures are included in the financial tables at the end of this presentation and in our May 5, 2022, 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 earnings per share results exclude, among other things, the impact of purchase accounting adjustments, integration and restructuring costs, spin-off related charges, certain transaction gains and losses, certain legal defense and product remediation costs, certain regulatory costs, certain investment gains and losses, certain asset impairment costs and the impact of the extinguishment of debt.

We also provide these measures, as well as revenues, on a currency-neutral basis after eliminating the effect of foreign currency translation, where applicable. We calculate foreign currency-neutral percentages by converting our current-period local currency financial results using the prior period foreign currency exchange rates and comparing these adjusted amounts to our current-period results. Reconciliations of these amounts to the most directly comparable GAAP measures are included in the financial tables at the end of this presentation and in our May 5, 2022 earnings press release.

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Executive Summary and Strategic Highlights

“Our Grow-Simplify-Empower initiatives, innovation pipeline and capital deployment strategy are demonstrating momentum and we remain well-positioned to drive long-term growth and value for shareholders.”

Tom Polen
BD Chairman, CEO and President

Key highlights

- ✓ Well positioned to **continue to deliver value** during uncertain times
- ✓ **Strong base business performance** across all three segments
- ✓ **Continued execution** delivering **enhanced margin profile** amidst macro-economic pressures
- ✓ **Successfully completed the spin** of our Diabetes Care business
- ✓ **Raising mid-point** of revenue and EPS guidance range



Q2 FY22 financial summary

Revenue

\$5.0B

+3.9% FXN

Base revenue:

+10.2% FXN

+9.6% Organic FXN

Adjusted EPS

\$3.18

compared to \$3.19 in Q2 FY21

Operating cash flow

\$1.1B

YTD

- ✓ Strong base business growth of 10.2% ahead of our expectations
- ✓ Higher than expected demand for combination COVID/flu testing
- ✓ COVID-only testing revenues of \$214 million (~\$400M YTD) compared to \$474 million in Q2 FY21
- ✓ Adjusted EPS driven by profitable growth including continued progress in strategic margin improvement initiatives

Our innovation-driven growth strategy is on track

Robust innovation pipeline fueling >100 product launches through FY25



BD Medical



BD Life Sciences



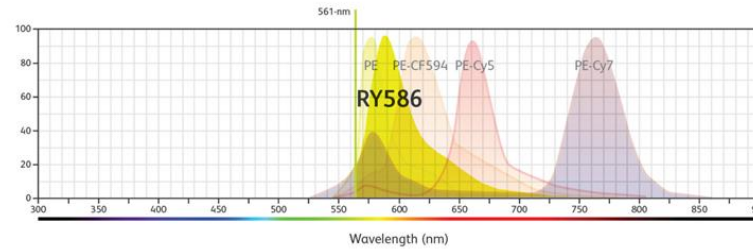
BD Interventional



BD Evolve™:

- Released for clinical trials in January 2022

BD Evolve™ is a fill-at-time of use, time delayed drug delivery system. Multiple clinical trials are under way or scheduled to be conducted by our pharmaceutical customers. Significant commercial interest with several signed development agreements.



New Dye for Flow Cytometry:

- BD Reagents launched in April 2022

Developed with novel dye technology and AI guidance, the new to world BD Horizon RealYellow™ 586 Flowcytometry Reagents have potential to accelerate discovery and drug development in fields such as oncology and infectious disease research by enabling greater insights from biological samples.



BD Trek™ Bone Biopsy Device:

- Received 510(k) clearance from the U.S. FDA; expected to launch 2H FY22

The BD Trek™ Bone Biopsy device allows for faster sampling and are available in a broad range of sizes to accommodate a variety of procedural needs.

Pipeline is progressing in support of BD2025 strategy



BD Medical



BD Life Sciences



BD Interventional



BD Libertas™:

- Released for clinical trials in Q2 FY2022

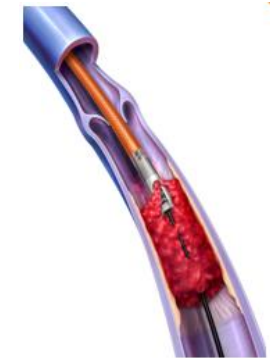
BD Libertas™ is a prefilled wearable injector that enables self-administration of larger dose volumes for chronic diseases. Completed five clinical trials, and currently have a 5mL product available to support customer clinical trials and a 10mL product in development



BD COR™ MX:

- The BD COR™ MX module and the CT/GC/TV2 assay on BD COR™ are currently under U.S. FDA review

The approval of the BD COR™ MX module in the U.S. will give BD access to the high volume STI testing market on a full automated and integrated platform. The CT/GC/TV2 assay (already cleared on BD MAX™) is the only FDA-cleared triplex assay for Chlamydia, Gonorrhea, and Trichomonas (the 3 most prevalent non-viral STIs).



Aspirex™:

- Currently under U.S. FDA review; expected to launch 2H FY22

The BD Aspirex™ System is uniquely designed with a 3-in-1 method of action that removes fresh thrombus and/or thromboembolic material in peripheral vasculature.

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



Ranked #1
in the Health Care Equipment
& Services industry in
**America's Best
Large Employers**
list by *Forbes*

Named to *Newsweek's*
inaugural list of
**America's Most
Trusted Companies**
in the Health Care and
Life Sciences category

Named to *Forbes'* 2022 list of
**Best Employers
For Diversity**
in the U.S.

Announced the formation of the
**BD Sustainable Medical
Technology Institute**
to reduce the environmental impact of
our portfolio and address the
sustainability needs of our customers

Financial Performance

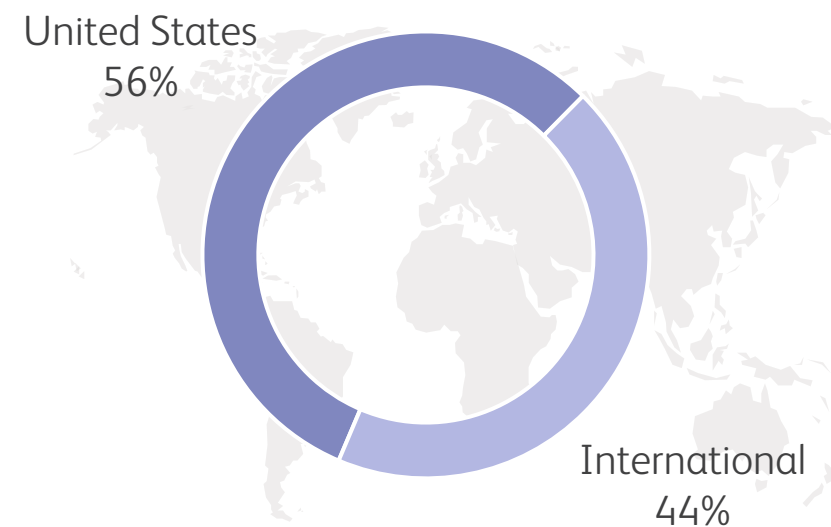
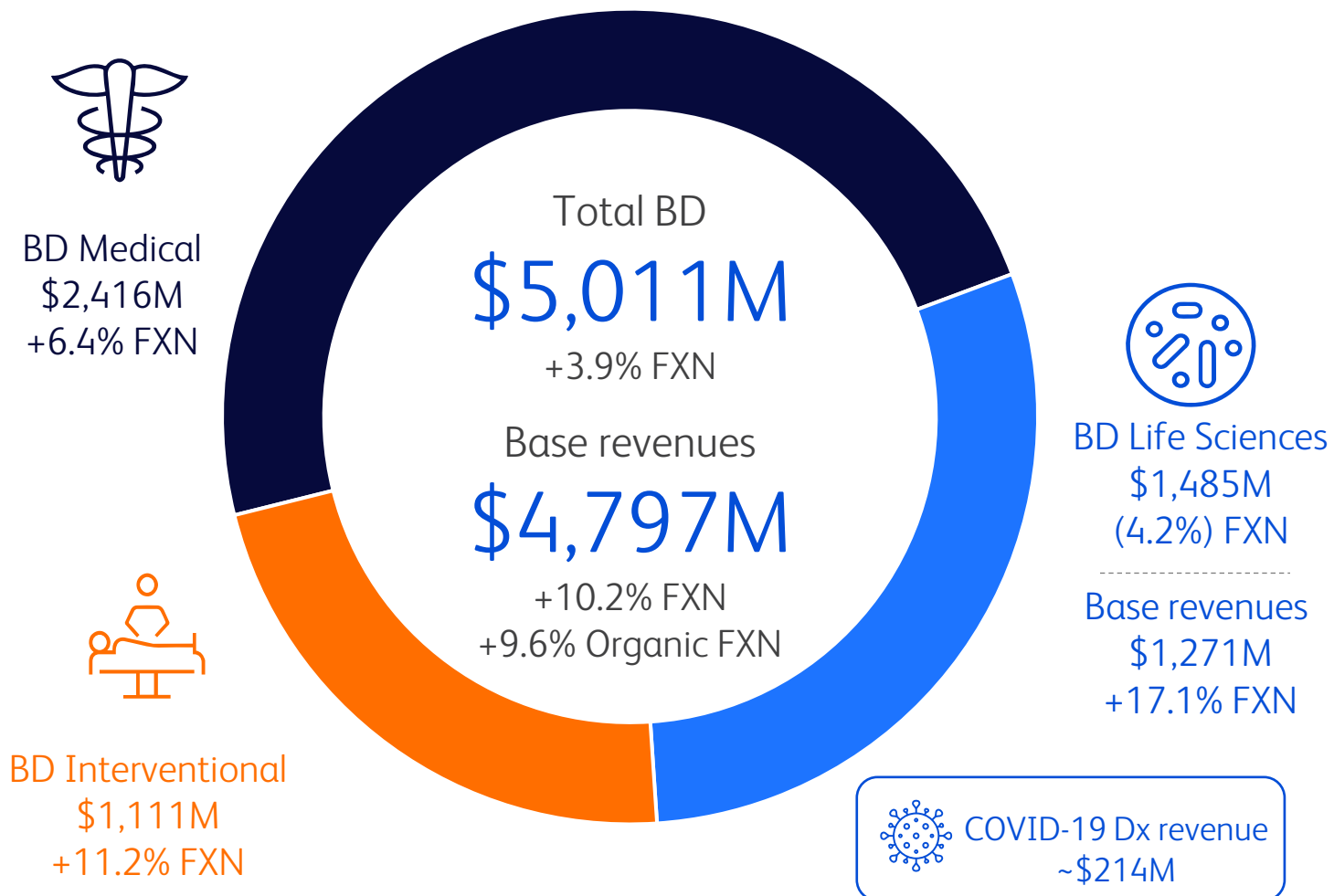
“Our Q2 results reflect another strong quarter, the strength of our business and momentum of our strategy. We are focused on enhancing our growth profile through portfolio actions while also executing margin improvement and inflationary mitigation programs, creating value for all stakeholders.”

Christopher DelOrefice
BD CFO

Q2 FY22 revenue summary – by segment and geography

Revenue by segment

Revenue by geography



Q2 FY22 revenue summary – by business unit



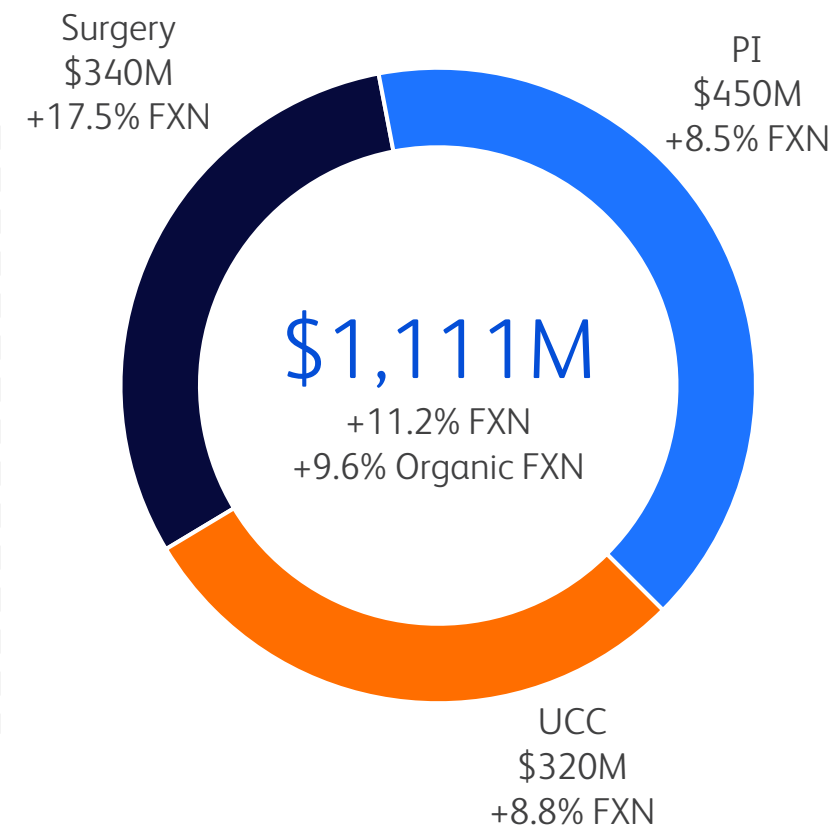
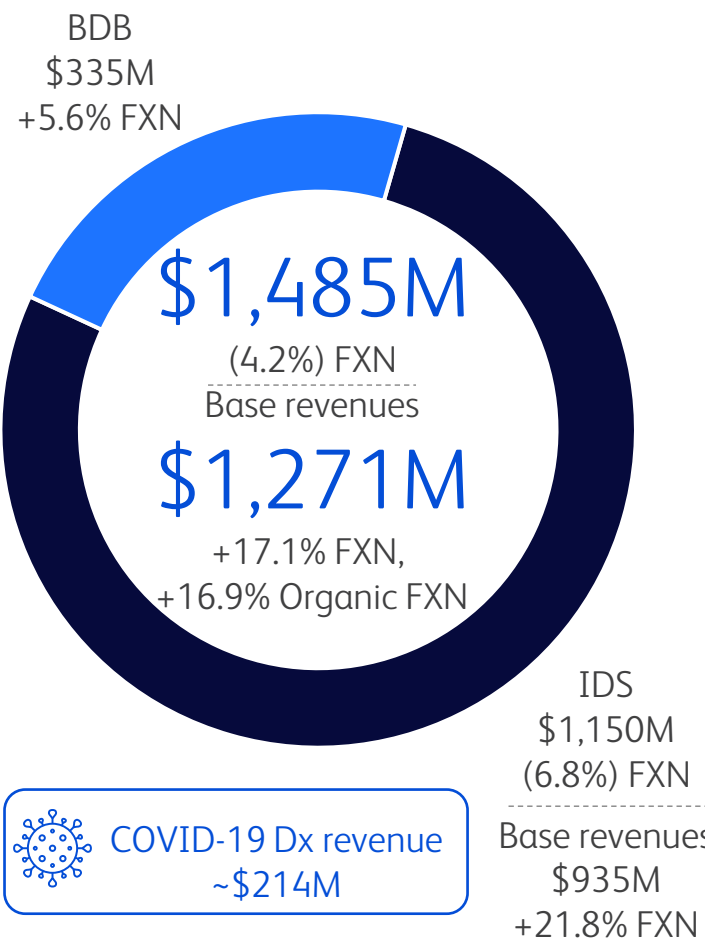
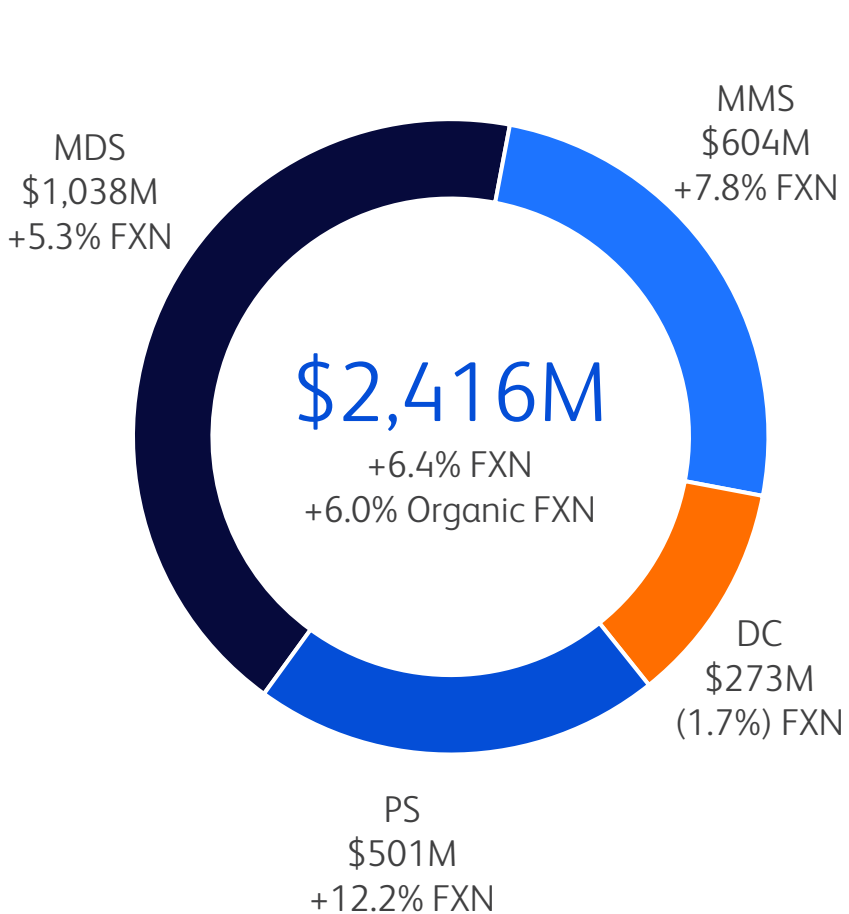
BD Medical







BD Life Sciences




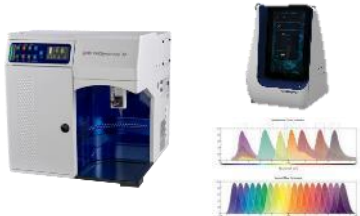
BD Interventional




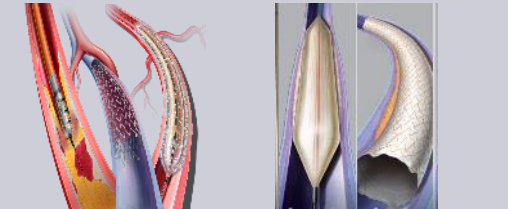

BD Medical: Strong growth continues driven by execution against core strategy

	Business Unit	Q2 FY22	BD Management Q2 Commentary
	Medication Delivery Solutions	\$1,038M +5.3% FXN	<ul style="list-style-type: none"> • Execution of one-stick hospital stay and our comprehensive Vascular Access Management (VAM) strategy continues to drive competitive gains in Catheters, especially PIVC and PICCs, together with strong performance of Vascular Care (Flush) • Strength in durable core products more than offset the decline in syringe sales for vaccinations
	Medication Management Solutions	\$604M +7.8% FXN	<ul style="list-style-type: none"> • Continued demand by customers of our Connected Medication Management solutions across healthcare (acute and non-acute) driving growth on dispensing technologies • Strong performance in infusion sets driven by increased pump placements OUS during the course of the COVID pandemic
	Diabetes Care	\$273M (1.7%) FXN	<ul style="list-style-type: none"> • Impacted by timing of orders from Q1, as expected • YTD revenue growth is ~flat
	Pharmaceutical Systems	\$501M +12.2% FXN	<ul style="list-style-type: none"> • Demand strength on Biotech and Vaccine supported by ongoing capacity expansion and differentiated supply capabilities, powering double-digit growth in pre-fillable syringes • Continued expansion of service offering, including ZebraSci
BD Medical		\$2,416M +6.4% FXN +6.0% Organic FXN	

BD Life Sciences: Continued strong growth and execution in both base business and new care settings

	Business Unit	Q2 FY22	BD Management Q2 Commentary
	Integrated Diagnostic Solutions	\$1,150M (6.8%) FXN ----- +21.8% FXN (ex-COVID only testing)	<ul style="list-style-type: none"> Higher than anticipated demand for new flu/COVID combination test driven by strong adoption of broader respiratory panel and timing of dealer stocking Continued strong demand for specimen management products as labs return to pre-COVID levels COVID-19 diagnostic revenues of ~\$214 million in Q2 with ~\$400 million YTD
	Biosciences	\$335M +5.6% FXN	<ul style="list-style-type: none"> Reagent growth driven by improved lab activity and strong execution of our strategy. Good traction from Minimal Residual Disease (MRD) portfolio addition through Cytognos acquisition Timing of instrument delivery impacted by supply challenges from semi-conductors and electronic components
BD Life Sciences		\$1,485M (4.2%) FXN ----- +17.1% FXN (ex-COVID only testing) +16.9% Organic FXN	

BD Interventional: Continued strong performance across the portfolio expanding focus on chronic disease outcomes

	Business Unit	Q2 FY22	BD Management Q2 Commentary
	Surgery	\$340M +17.5% FXN	<ul style="list-style-type: none"> • Double-digit growth in Advanced Reconstruction and Repair reflects favorable prior-year comparison from COVID impact on deferrable procedures, continued strong market adoption of Phasix hernia resorbable scaffold and the Tepha acquisition • Strong Biosurgery and Infection Prevention growth reflects favorable prior-year comparison from COVID impact on deferrable procedures and TissueMed acquisition
	Peripheral Intervention	\$450M +8.5% FXN	<ul style="list-style-type: none"> • Solid performance driven by strength across the portfolio along with double-digit growth in China • Continued global penetration of Rotarex and acquisition of Venclose expanding our focus across chronic disease settings • Growth more than offset planned product line discontinuations to support portfolio simplification strategy
	Urology and Critical Care	\$320M +8.8% FXN	<ul style="list-style-type: none"> • Continued demand for chronic female incontinence with PureWick™ in the acute care & alternative care settings and backorder recovery in Acute Urology • Continued solid TTM performance with our smart-connected-care enabled Arctic Sun platform
BD Interventional		\$1,111M +11.2% FXN +9.6% Organic FXN	

Strong growth of our base business

	Q2 FY22	Q2 FY21	Reported Y/Y Δ	FXN Y/Y Δ	Estimated Q2 FY22 impact of excluding embecta ⁽¹⁾
Revenues	\$5,011	\$4,907	2.1%	3.9%	~(\$260)
Base revenue	\$4,797	\$4,433	8.2%	10.2%	
Gross Profit	\$2,761	\$2,642	4.5%	4.0%	
Gross margin	55.1%	53.8%	130 bps	10 bps	~(100 bps)
Base gross margin	55.2%	53.7%	150 bps	20 bps	
SSG&A	\$1,229	\$1,147	7.2%	8.9%	
% of revenues	24.5%	23.4%	110 bps	110 bps	
R&D	\$320	\$295	8.3%	9.1%	
% of revenues	6.4%	6.0%	40 bps	30 bps	
Operating Income	\$1,212	\$1,201	0.9%	(2.0%)	
Base operating income	\$1,150	\$986	16.6%	13.1%	
Operating margin	24.2%	24.5%	(30 bps)	(140 bps)	~(160 bps)
Base operating margin	24.0%	22.2%	180 bps	60 bps	
Interest Income (exp), net	(\$97)	(\$119)	(18.7%)	(17.9%)	
Other Income (exp), net	(\$8)	\$8	(208.4%)	(189.5%)	
Tax Rate	15.4%	12.0%	340 bps	N/A	
Net Income	\$937	\$959	(2.3%)	(5.4%)	
Preferred Dividend	\$23	\$23			
Net Income Applicable to Common Shareholders	\$914	\$936			
Avg diluted common shares	287	294			
Adjusted EPS	\$3.18	\$3.19	(0.3%)	(3.4%)	~(\$0.45)

P&L Highlights (Legacy BD)

Revenue: Strong base growth of 10.2% FXN driven by execution across all three segments

Margins: Base gross and operating margins ahead of expectations

- Base gross margin driven by **mix optimization** and **volume utilization; simplification and inflation mitigation initiatives** as well as **FX** partially offset by **outsized inflation**
- Base operating margin also reflects **G&A leverage** partially offset by **inflationary impacts**

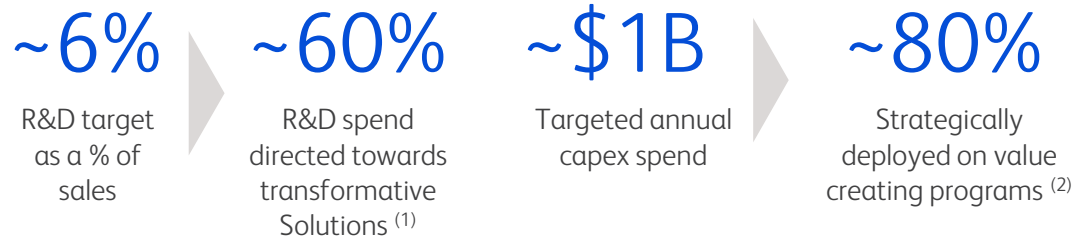
Tax: Driven by **geographic mix of revenue**



Disciplined capital allocation policy supported by strong cash flows

R&D / Capex

Purposeful and balance investments help fuel our robust pipeline



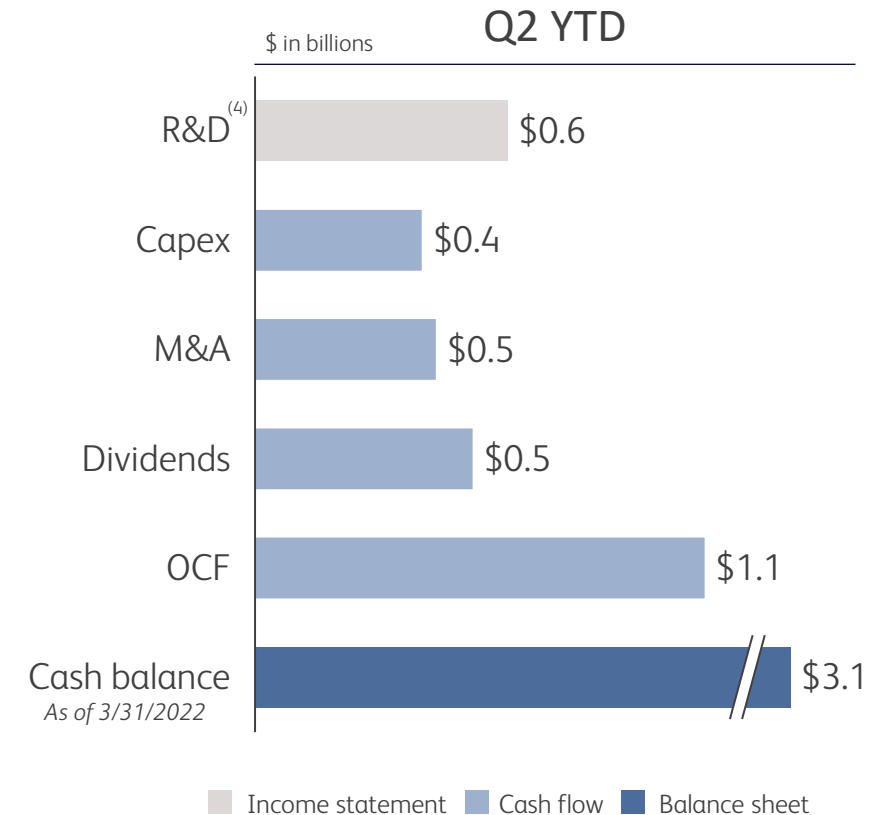
New lever for accelerating our strategy with meaningful capital deployment through our strengthened balance sheet

Tuck-in M&A



Committed to increasing the dividend and returning cash to shareholders through share repurchase program

Dividend / Share Repurchase



⁽¹⁾ Refer to slide 21 of the November 2021 Investor Day presentation.

⁽²⁾ Refer to slide 89 of the November 2021 Investor Day presentation.

⁽³⁾ Refer to slide 86 of the November 2021 Investor Day presentation.

⁽⁴⁾ As adjusted. Please see slide 37 for non-GAAP reconciliations

Guidance

FY22 RemainCo assumptions and considerations

Macro considerations:

- Continued easing of COVID-19 restrictions
- No significant or lasting disruptions to deferrable procedure volumes
- Anticipate continued inflationary and supply chain pressure over the balance of the year. Guidance does not contemplate a more significant escalation of macro headwinds
- Base business revenue includes our combination flu/COVID assays
- Does not assume legislation changes that would impact the broader market
- China:
 - Assumes restrictions ease in May and expect to mitigate the impact from the current lockdowns over the balance of the fiscal year
 - Assumes port congestion does begin to ease and will not have a lasting impact on our China business and other markets
 - While there could be additional lockdowns in China and other countries, guidance assumes efficient management of safety protocols and the containment of new COVID variants

Medical	Life Sciences	Interventional
<ul style="list-style-type: none"> • Continue to extend our leadership position with competitive gains in vascular access and care and pre-filled injectables • Investing in solutions transforming healthcare through smart connected care and new care settings • FY22 BD Medical revenue growth expected to be slightly below BDX guidance ⁽¹⁾ <ul style="list-style-type: none"> • Alaris capital revenue generally in-line with FY21 • Alaris 510(k) FDA clearance not expected in FY22 	<ul style="list-style-type: none"> • Leadership positions in attractive and growing categories • Investing in higher growth spaces by enabling smart automated laboratory workflows, improving chronic disease treatment with clinically differentiated assays, research tools and companion diagnostics, and migrating point of care to new care settings • FY22 BD Life Sciences revenue growth expected to be slightly above BDX guidance ⁽¹⁾ 	<ul style="list-style-type: none"> • Continuing strategy to evolve from product to category leadership in chronic disease treatment while continuing to invest in accretive high-growth spaces • Investing in organic and inorganic portfolio offerings, expanded labeling and increasing non-acute care presence • FY22 BD Interventional revenue growth expected to be slightly above BDX guidance ⁽¹⁾

FY22 guidance summary

Raising mid-point of revenue and adjusted EPS guidance ranges; RemainCo adjusted for embecta spin

	Legacy BD		Embecta impact	RemainCo	
	February 3, 2022	May 5, 2022		May 5, 2022	Comments
Base revenue growth (FXN)	5.75% to 6.75%	6.75% to 7.75%	accelerating ~50 bps	7.25% to 8.25%	<ul style="list-style-type: none"> Increased outlook on strong Q2 results and impact of embecta spin Compared to FY21 RemainCo base revenue of \$17.2B
COVID only testing ⁽¹⁾ revenue	~\$450M	~\$450M	no impact	~\$450M	<ul style="list-style-type: none"> YTD ~\$400M in COVID only testing revenue
Estimated FX impact	~(125 bps)	~(200 bps)	no impact	~(200 bps)	<ul style="list-style-type: none"> Based on current spot rates and currency mix
Estimated total company reported revenue	\$19.55B to \$19.75B	\$19.6 to \$19.8B	~(\$1.1B)	\$18.5B to \$18.7B	
Base operating margin ^(1,2)	~200 bps improvement	~200 bps improvement	Enhances margin expansion by ~50 bps	~250 bps improvement	<ul style="list-style-type: none"> Compared to RemainCo base operating margin in FY21 of 19.6% Covid-only testing operating margin expected to be modestly above BDX average
Interest / Other	~\$50M to ~\$75M improvement	~\$50M to ~\$75M improvement	Minimal benefit from use of embecta proceeds	~\$60M to ~\$75M improvement	<ul style="list-style-type: none"> Year over year improvement primarily driven by debt refinancing activities completed in Q4 FY21 Targeting ~\$1B of debt paydown aligned to our capital allocation priorities
Effective tax rate	12.5% to 13.5%	13.0% to 14.0%	+~50 bps	13.5% to 14.5%	<ul style="list-style-type: none"> Reflects geographic mix and adjustment for embecta
Adjusted EPS ⁽¹⁾	\$12.80 to \$13.00	\$12.85 to \$13.00	~(\$1.70)	\$11.15 to \$11.30	<ul style="list-style-type: none"> Increases lower-end of guidance range by \$0.05 (Legacy BD) and adjusts for impacts of embecta spin

Note: indicates change in guidance

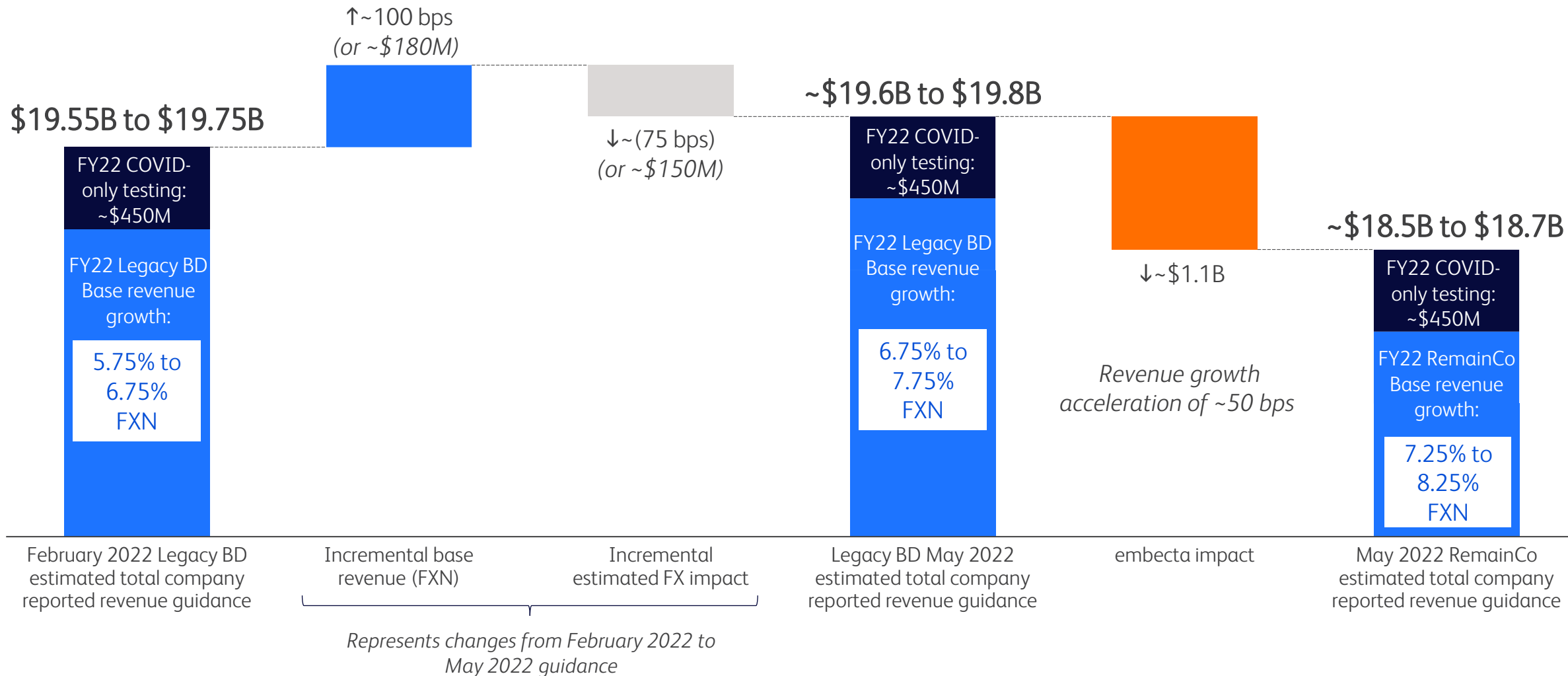


⁽¹⁾ Please see Basis of Presentation on slide 25 and Appendix for Non-GAAP reconciliations

⁽²⁾ Please see slides 30 and 31 for a reconciliation of Legacy BD and RemainCo adjusted operating margin to base operating margin
 Note: This guidance is only effective as of the date given, May 5, 2022, and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance

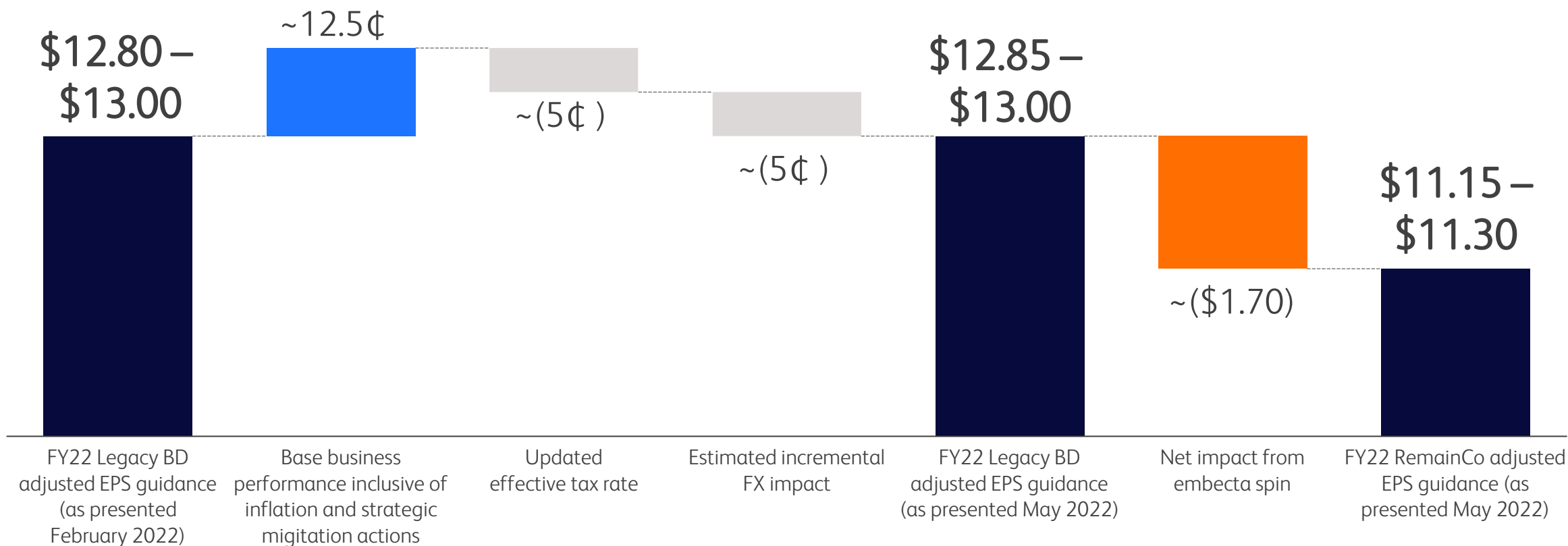
Raising FY22 revenue guidance driven by strong base business performance

~50 bps revenue growth acceleration from impact of embecta spin



Updating FY22 adjusted EPS guidance driven by strength in the base business

Full-year RemainCo guidance reflects net impact from embecta spin



FY22 RemainCo quarterly phasing considerations

P&L Line item	RemainCo Quarterly phasing considerations
Base revenue	<ul style="list-style-type: none">• Base revenue growth expected to be fairly ratable in the back half of the year
Base operating margins	<ul style="list-style-type: none">• Expect significant YoY improvement in Q3 margins compared to recasted 17.7% in FY21; Q3 YoY improvement expected to be larger than we delivered in Q2• Expect modest sequential step-down in margins driven by strong Q2 performance, primarily driven by product mix, and increased inflationary pressures in 2H; Q3 margins projected to be the low-water mark for the year
Base operating expenses	<ul style="list-style-type: none">• Operating expenses expected to be fairly ratable over the remainder of the year
Effective tax rate	<ul style="list-style-type: none">• Full-year ETR includes assumptions around jurisdictional mix of income and certain potential discrete items.• At the midpoint, implied ETR for remainder of the year expected to be ~14.5%

Appendix

Basis of presentation

All dollar amounts presented are USD (\$) in millions, unless otherwise indicated, except per share figures.

Certain financial information, described as FXN (defined below), excludes the impact of foreign currency translation.

Revenue year-over-year change comparisons are on a FXN basis unless otherwise noted.

Legacy BD reflects BD including the Diabetes Care business

RemainCo reflect the presentation of BD's former Diabetes Care business as discontinued operations

Base revenue denotes total revenues less estimated revenues for COVID-19 only diagnostic testing.

COVID only diagnostic testing includes COVID only assays on our BD Veritor™ and BD Max™ platforms (with related collection, transport, and swabs included in the prior year).

Base business margins adjusts for the net impact of estimated COVID only diagnostic testing profitability and the related profit reinvestments back into our business.⁽¹⁾

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.

Organic FXN excludes the impact of significant acquisitions and currency⁽¹⁾

Caution Concerning Products

Not all products in the coming section are launched, and some are only launched/available in some regions given regulatory authorizations. Furthermore:

The **BD Veritor System for Rapid Detection of SARS-CoV-2** has not been FDA cleared or approved, but has been authorized by FDA under an EUA for use by authorized laboratories, and has been authorized only for the detection of proteins from SARSCoV-2, not for any other viruses or pathogens.

The **BD Veritor System™ for Rapid Detection of SARS-CoV-2 and Flu A+B** have not been FDA cleared or approved; but have been authorized by FDA under an EUA for use by authorized laboratories; these products have been authorized only for the detection of proteins from SARS-CoV-2, influenza A and influenza B, not for any other viruses or pathogens.

The **BD Veritor At-Home COVID-19 Test** has not been FDA cleared or approved; but has been authorized by FDA under an EUA; the product has been authorized only for the detection of proteins from SARS- CoV-2, not for any other viruses or pathogens.

The **BD SARS-CoV-2 Reagents for BD MAX System™** has not been FDA cleared or approved, but has been authorized for emergency use by FDA under an EUA for use by authorized laboratories, and has been authorized only for the detection of nucleic acid from SARS-CoV-2, not for any other viruses or pathogens.

The **BD SARS-CoV-2/Flu for BD MAX System** has not been FDA cleared or approved, but has been authorized for emergency use by FDA under an EUA for use by authorized laboratories, and has been authorized only for the detection of nucleic acid of SARSCoV-2, influenza A, and influenza B, not for any other viruses or pathogens.

These products are only authorized for the duration of the declaration that circumstances exist justifying the authorization of emergency use of in vitro diagnostics for detection and/or diagnosis of COVID-19 under Section 564(b)(1) of the Federal Food, Drug, and Cosmetic Act, 21 U.S.C. § 360bbb3(b)(1), unless the declaration is terminated or authorization is revoked sooner.

Glossary

Acronym	Defined Term
BDB	Biosciences
BPS	Basis points
CAGR	Compounded annual growth rate
Capex	Capital expenditures
DC	Diabetes Care
EPS	Earnings per share
ESG	Environmental, Social, Governance
FY	Fiscal year
IDS	Integrated Diagnostics Solutions
M&A	Mergers and acquisitions

Acronym	Defined Term
MDS	Medication Delivery Solutions
MMS	Medication Management Solutions
OCF	Operating cash flow
PI	Peripheral Intervention
PS	Pharmaceutical Systems
R&D	Research and development
SURG	Surgery
TTM	Targeted Temperature Management
UCC	Urology & Critical Care
2H	Second Half of Fiscal Year

Supplemental Revenue Information

Quarterly Reconciliation of Reported Revenue Change to Base Revenue Change
For the Three Months Ended March 31,

(Unaudited; \$ in millions)	(A)	(B)	(C)	(D) = (A)-(B)	(E) = (A-B-C)	(F) = (A-B)/(B)	(G) = (A-B-C)/(B)
	2022	2021	FX Impact	Rptd Change	FXN Change	% Change Reported	% Change FXN
Total Revenues	\$5,011	\$4,907	(\$90)	\$104	\$194	2.1%	3.9%
Less: COVID-19-only diagnostics	\$214	\$474	(\$3)	(\$260)	(\$257)	(54.8%)	(54.2%)
Base Revenues	\$4,797	\$4,433	(\$87)	\$364	\$451	8.2%	10.2%
<i>impact of COVID only diagnostics ⁽¹⁾</i>				(5.3%)	(5.2)%		
BD Life Sciences	\$1,485	\$1,586	(\$34)	(\$101)	(\$67)	(6.4%)	(4.2%)
Less: COVID-19-only diagnostics	\$214	\$474	(\$3)	(\$260)	(\$257)	(54.8%)	(54.2%)
BDLS ex-COVID only Dx	\$1,271	\$1,112	(\$32)	\$159	\$190	14.2%	17.1%
<i>impact of COVID only diagnostics ⁽¹⁾</i>				(16.4%)	(16.2)%		
IDS	\$1,150	\$1,261	(\$26)	(\$111)	(\$85)	(8.8%)	(6.8%)
Less: COVID-19-only diagnostics	\$214	\$474	(\$3)	(\$260)	(\$257)	(54.8%)	(54.2%)
IDS ex-COVID only Dx	\$935	\$787	(\$23)	\$149	\$172	18.9%	21.8%
<i>impact of COVID only diagnostics ⁽¹⁾</i>				(20.6%)	(20.4)%		

Supplemental Revenue Information - Organic Growth

Quarterly Reconciliation

For the Three Months Ended March 31,

(Unaudited; \$ in millions)	(A)	(B)	(C)	(D) = (A)-(B)	(E)=(A)-(B)-(C)	(F) = (A-B)/(B)	(G)=(A-B-C)/(B)
	2022	2021	FX Impact	Rptd Change	FXN Change	% Change Reported	% Change FXN
Total BDX Revenues	\$5,011	\$4,907	(\$90)	\$104	\$194	2.1%	3.9%
Less: COVID-19-only diagnostics	\$214	\$474	(\$3)	(\$260)	(\$257)	(54.8%)	(54.2%)
Total BDX Base Revenues	\$4,797	\$4,433	(\$87)	\$364	\$451	8.2%	10.2%
Less: Inorganic revenue contribution ⁽¹⁾				\$26	\$26	0.6%	0.6%
Total Base Organic Revenue Growth				\$338	\$425	7.6%	9.6%
BD Medical Revenues	\$2,416	\$2,311	(\$43)	\$105	\$148	4.5%	6.4%
Less: Inorganic revenue contribution ⁽¹⁾				\$8	\$8	0.3%	0.4%
BD Medical Organic Revenue Growth				\$97	\$140	4.2%	6.0%
BD Life Sciences Revenues	\$1,485	\$1,586	(\$34)	(\$101)	(\$67)	(6.4%)	(4.2%)
Less: COVID-19-only diagnostics	\$214	\$474	(\$3)	(\$260)	(\$257)	(54.8%)	(54.2%)
BD Life Sciences Base Revenues	\$1,271	\$1,112	(\$32)	\$159	\$190	14.2%	17.1%
Less: Inorganic revenue contribution ⁽¹⁾				\$2	\$2	0.2%	0.2%
BD Life Sciences Base Organic Revenue Growth				\$157	\$188	14.1%	16.9%
BD Interventional Revenues	\$1,111	\$1,011	(\$13)	\$100	\$113	9.9%	11.2%
Less: Inorganic revenue contribution ⁽¹⁾				\$16	\$16	1.6%	1.6%
BD Interventional Organic Revenue Growth				\$84	\$97	8.3%	9.6%



(1) Inorganic revenue contribution is defined as the amount of incremental revenue recognized during the first 12 months post-acquisition. Acquisitions include, GSL Solutions, Velano Vascular and ZebraSci in the Medical Segment, Cytognos in the Life Sciences Segment, and Tepha Medical, Tissuemed and Venclose in the Interventional Segment

Reconciliation of Legacy BD Non-GAAP adjusted margins to Base Business Margins

	Legacy BD Adjusted Gross Margin			Legacy BD Adjusted Operating Margin		
	(A)	(B)	(C) = (A) – (B)	(D)	(E)	(F) = (D) – (E)
	All-in adjusted	COVID-19 Dx test and reinvestment impact	Base business	All-in adjusted	COVID-19 Dx test and reinvestment impact	Base business
Q1 FY21 ⁽¹⁾	58.2%	~270 bps	55.5%	31.6%	~660 bps	25.0%
Q2 FY21 ⁽²⁾	53.8%	~10 bps	53.7%	24.5%	~230 bps	22.2%
Q3 FY21 ⁽³⁾	51.5%	~(90 bps)	52.4%	19.8%	~(10 bps)	19.9%
Q4 FY21 ⁽⁴⁾	52.0%	~(80 bps)	52.8%	19.2%	~(80 bps)	20.0%
FY21 ⁽⁵⁾	54.0%	~40 bps	53.6%	23.9%	~220 bps	21.7%
Q1 FY22 ⁽⁶⁾	55.9%	~50 bps	55.4%	25.4%	~110 bps	24.3%
Q2 FY22 ⁽⁷⁾	55.1%	~(10 bps)	55.2%	24.2%	~20 bps	24.0%

⁽¹⁾ Please see slide 35 in the Q1 FY21 earnings presentation posted on February 4, 2021 at investors.bd.com for reconciliation of GAAP to non-GAAP gross and operating margins

⁽²⁾ Please see slides 34 for current a reconciliation of GAAP to non-GAAP gross and operating margins

⁽³⁾ Please see slide 34 in the Q3 FY21 earnings presentation posted on August 5, 2021 at investors.bd.com for a reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁴⁾ Please see slide 35 in the Q4 FY21 earnings presentation posted on November 4, 2021 at investors.bd.com for a reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁵⁾ Please see slide 38 in the Q4 FY21 earnings presentation posted on November 4, 2021 at investors.bd.com for a reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁶⁾ Please see slide 33 in the Q1 FY22 earnings presentation posted on February 3, 2022 at investors.bd.com for a reconciliation of GAAP to non-GAAP gross and operating margins

⁽⁷⁾ Please see slides 33 for current a reconciliation of GAAP to non-GAAP gross and operating margins

Reconciliation of RemainCo Non-GAAP adjusted margins to Base Business Margins

	RemainCo Adjusted Gross Margin					RemainCo Adjusted Operating Margin			
	(A)	(B)	(C) = (B) / (A)	(D)	(E) = (C) – (D)	(F)	(G) = (F) / (A)	(H)	(I) = (G) – (H)
Unaudited; \$ in millions	Revenues	All-in adjusted gross margin	All-in adjusted gross margin percentage	COVID-19 Dx test and reinvestment impact (FY21 only)	Base business gross margin	All-in adjusted operating margin	All-in adjusted operating margin percentage	COVID-19 Dx test and reinvestment impact (FY21 only)	Base business operating margin
Q1 FY21 ⁽¹⁾	\$5,041	\$2,899	57.5%	~310 bps	54.4%	\$1,527	30.3%	~740 bps	22.9%
Q2 FY21 ⁽¹⁾	\$4,634	\$2,446	52.8%	~60 bps	52.2%	\$1,050	22.7%	~290 bps	19.8%
Q3 FY21 ⁽¹⁾	\$4,607	\$2,317	50.3%	~(80 bps)	51.1%	\$817	17.7%	~0 bps	17.7%
Q4 FY21 ⁽¹⁾	\$4,849	\$2,470	50.9%	~(80 bps)	51.7%	\$850	17.5%	~(70 bps)	18.2%
FY21 ⁽¹⁾	\$19,131	\$10,132	53.0%	~70 bps	52.3%	\$4,244	22.2%	~260 bps	19.6%
Q1 FY22 ⁽¹⁾	\$4,718	\$2,588	54.9%	~60 bps	54.3%	\$1,122	23.8%	~130 bps	22.5%

Supplemental Non-GAAP Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

Quarterly Reconciliation of Reported Diluted EPS to Adjusted Diluted EPS
For the Three Months ended March 31,

(Unaudited)	2022	2021	Change	Foreign Currency Translation	Foreign Currency Neutral Change	Change %	Foreign Currency Neutral Change %
Reported Diluted Earnings per Share	\$1.50	\$0.94	\$0.56	\$0.12	\$0.44	59.6 %	46.8 %
Purchase accounting adjustments (\$356 million and \$348 million pre-tax, respectively) ⁽¹⁾	1.24	1.19	-	-	-	-	-
Integration costs (\$11 million and \$33 million pre-tax, respectively) ⁽²⁾	0.04	0.11	-	-	-	-	-
Restructuring costs (\$17 million and \$19 million pre-tax, respectively) ⁽²⁾	0.06	0.06	-	-	-	-	-
Separation and related costs (\$53 million pre-tax) ⁽³⁾	0.18	-	-	-	-	-	-
Transaction gain/loss, product and other litigation-related matters (\$36 million and \$333 million pre-tax, respectively) ⁽⁴⁾	0.13	1.13	-	-	-	-	-
European regulatory initiative-related costs (\$36 million and \$33 million pre-tax, respectively) ⁽⁵⁾	0.12	0.11	-	-	-	-	-
Investment gains/losses and asset impairments (\$73 million pre-tax) ⁽⁶⁾	0.25	-	(0.01)	-	-	-	-
Impacts of debt extinguishment (\$20 million pre-tax)	-	0.07	-	-	-	-	-
Income tax benefit of special items (\$99 million and \$(125) million, respectively)	(0.34)	(0.43)	-	-	-	-	-
Adjusted Diluted Earnings per Share	\$3.18	\$3.19	(\$0.01)	\$0.10	(\$0.11)	(0.3%)	(3.4%)

⁽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 amounts associated with integration and restructuring activities resulting from acquisitions, as well as simplification and other cost saving initiatives.

⁽³⁾ Represents costs primarily recorded to Other operating expense, net which were incurred for consulting, legal, tax and other advisory services associated with the spin-off of BD's Diabetes Care business.

⁽⁴⁾ The amounts in 2022 and 2021 include charges of \$35 million and \$37 million, respectively, recorded to Cost of products sold related to the estimate of future product remediation costs. The amount in 2021 also includes charges recorded to Other operating expense, net to record product liability reserves, including related legal defense costs, of \$296 million.

⁽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 a noncash asset impairment charge recorded in Cost of products sold of \$54 million in the Medical segment. Also includes losses recorded within Other expense, net relating to certain investments.

Supplemental Non-GAAP Reconciliation

1 of 3

Quarterly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

Three Months Ended March 31, 2022												
(Unaudited, \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation & related costs	Transactional/ product/ litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 32)
Revenues	\$5,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,011	
Gross Profit	\$2,305	\$355	\$0	\$0	\$0	\$36	\$11	\$54	\$0	\$0	\$2,761	1,4,5,6
<i>% Revenues</i>	46.0%										55.1%	
<i>Adjusted FXN % Revenues</i>											53.9%	
SSG&A	\$1,232	(\$3)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,229	1
<i>% Revenues</i>	24.6%										24.5%	
<i>Adjusted FXN % Revenues</i>											24.5%	
R&D	\$343	(\$0)	\$0	\$0	\$0	\$0	(\$24)	\$0	\$0	\$0	\$320	5
<i>% Revenues</i>	6.9%										6.4%	
<i>Adjusted FXN % Revenues</i>											6.3%	
Operating Income	\$652	\$358	\$11	\$17	\$49	\$36	\$36	\$54	\$0	\$0	\$1,212	1,2,3,4,5,6
<i>Operating margin</i>	13.0%										24.2%	
<i>Adjusted FXN Operating margin</i>											23.1%	
Net interest expense	(\$100)	(\$1)	\$0	\$0	\$4	\$0	\$0	\$0	\$0	\$0	(\$97)	1,3
Other Income, Net	(\$27)	\$0	\$0	\$0	\$0	\$0	\$0	\$19	\$0	\$0	(\$8)	6
Income tax provision	\$71	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$99	\$171	
Effective tax rate	13.6%										15.4%	
Net Income	\$454	\$356	\$11	\$17	\$53	\$36	\$36	\$73	\$0	(\$99)	\$937	1,2,3,4,5,6
<i>% Revenues</i>	9.1%										18.7%	
Diluted Earnings per Share	\$1.50	\$1.24	\$0.04	\$0.06	\$0.18	\$0.13	\$0.12	\$0.25	\$0.00	(\$0.34)	\$3.18	1,2,3,4,5,6

Supplemental Non-GAAP Reconciliation

2 of 3

Quarterly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

Three Months Ended March 31, 2021												
(Unaudited, \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation & related costs	Transactional/ product/ litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 32)
Revenues	\$4,907	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,907	
Gross Profit	\$2,247	\$348	\$0	\$0	\$0	\$37	\$11	\$0	\$0	\$0	\$2,642	1,4,5
<i>% Revenues</i>	45.8%										53.8%	
<i>Adjusted FXN % Revenues</i>												
SSG&A	\$1,148	(\$1)	\$0	\$0	\$0	\$0	(\$0)	\$0	\$0	\$0	\$1,147	1
<i>% Revenues</i>	23.4%										23.4%	
<i>Adjusted FXN % Revenues</i>												
R&D	\$317	(\$0)	\$0	\$0	\$0	\$0	(\$22)	\$0	\$0	\$0	\$295	5
<i>% Revenues</i>	6.5%										6.0%	
<i>Adjusted FXN % Revenues</i>												
Operating Income	\$434	\$349	\$33	\$19	\$0	\$333	\$33	\$0	\$0	\$0	\$1,201	1,2,4,5
<i>Operating margin</i>	8.9%										24.5%	
<i>Adjusted FXN Operating margin</i>												
Net interest expense	(\$122)	(\$1)	\$0	\$0	\$0	\$0	\$0	\$0	\$4	\$0	(\$119)	1
Other Income, Net	(\$8)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15	\$0	\$8	
Income tax provision	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125	\$131	
<i>Effective tax rate</i>	1.9%										12.0%	
Net Income	\$299	\$348	\$33	\$19	\$0	\$333	\$33	\$0	\$20	(\$125)	\$959	1,2,4,5
<i>% Revenues</i>	6.1%										19.5%	
Diluted Earnings per Share	\$0.94	\$1.19	\$0.11	\$0.06	\$0.00	\$1.13	\$0.11	\$0.00	\$0.07	(\$0.43)	\$3.19	1,2,4,5

Supplemental Non-GAAP Reconciliation

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Quarterly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

Change in Three Months Ended March 31, 2022 Compared With Three Months Ended March 31, 2021

(Unaudited, \$ in millions, except per share data)	(A) FY22 Q2 Adjusted (Non-GAAP)	(B) FY21 Q2 Adjusted (Non-GAAP)	(C) = (A) - (B) Adjusted \$ Change	(D) = (C) / (B) Adjusted % Change	(E) FX Translation Adjustment	(F) = (C) - (E) Adjusted FXN \$ Change	(G) = (F) / (B) Adjusted FXN % Change
Revenues	\$5,011	\$4,907	\$104	2.1 %	(\$90)	\$194	3.9%
Gross Profit	\$2,761	\$2,642	\$118	4.5%	\$13	\$106	4.0%
% Revenues	55.1%	53.8%					
Adjusted FXN % Revenues	53.9%						
SSG&A	\$1,229	\$1,147	\$82	7.2%	(\$20)	\$102	8.9%
% Revenues	24.5%	23.4%					
Adjusted FXN % Revenues	24.5%						
R&D	\$320	\$295	\$25	8.3%	(\$2)	\$27	9.1%
% Revenues	6.4%	6.0%					
Adjusted FXN % Revenues	6.3%						
Operating Income	\$1,212	\$1,201	\$11	0.9%	\$35	(\$24)	(2.0%)
Operating margin	24.2%	24.5%					
Adjusted FXN Operating margin	23.1%						
Net interest expense	(\$97)	(\$119)	\$22	(18.7%)	\$1	\$21	(17.9%)
Other Income, Net	(\$8)	\$8	(\$16)	(208.4%)	(\$1)	(\$14)	(189.5%)
Income tax provision	\$171	\$131	\$40	30.4%	\$4	\$35	27.0%
Effective tax rate	15.4%	12.0%					
Net Income	\$937	\$959	(\$22)	(2.3%)	\$30	(\$52)	(5.4%)
% Revenues	18.7%	19.5%					
Diluted Earnings per Share	\$3.18	\$3.19	(\$0.01)	(0.3%)	\$0.10	(\$0.11)	(3.4%)

Please note:

(A) refers to the adjusted figures for the three-month period ending March 31, 2022 from slide 33

(B) refers to the adjusted figures for the three-month period ending March 31, 2021 from slide 34



Supplemental Non-GAAP Reconciliation – Reported Diluted EPS to Adjusted Diluted EPS

Year-to-date Reconciliation of Reported Diluted EPS to Adjusted Diluted EPS
For the Six Months ended March 31,

(Unaudited)	2022	2021	Change	Foreign Currency Translation	Foreign Currency Neutral Change	Change %	Foreign Currency Neutral Change %
Reported Diluted Earnings per Share	\$ 3.78	\$ 4.28	\$ (0.50)	\$ 0.19	\$ (0.69)	(11.7)%	(16.1)%
Purchase accounting adjustments (\$720 million and \$700 million pre-tax, respectively) ⁽¹⁾	2.51	2.39	-	-	-	-	-
Integration costs (\$28 million and \$66 million pre-tax, respectively) ⁽²⁾	0.10	0.22	-	-	-	-	-
Restructuring costs (\$34 million and \$36 million pre-tax, respectively) ⁽²⁾	0.12	0.12	-	-	-	-	-
Separation and related costs (\$78 million pre-tax) ⁽³⁾	0.27	-	-	-	-	-	-
Transaction gain/loss, product and other litigation-related matters (\$41 million and \$328 million pre-tax, respectively) ⁽⁴⁾	0.14	1.12	-	-	-	-	-
European regulatory initiative-related costs (\$67 million and \$59 million pre-tax, respectively) ⁽⁵⁾	0.23	0.20	-	-	-	-	-
Investment gains/losses and asset impairments (\$90 million pre-tax) ⁽⁶⁾	0.31	-	-	(0.01)	-	-	-
Impacts of debt extinguishment (\$30 million pre-tax)	-	0.10	-	-	-	-	-
Income tax benefit of special items (\$187 million and \$(204) million, respectively)	(0.65)	(0.69)	-	-	-	-	-
Adjusted Diluted Earnings per Share	\$ 6.82	\$ 7.74	\$ (0.92)	\$ 0.17	\$ (1.09)	(11.9)%	(14.1)%

⁽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 amounts associated with integration and restructuring activities resulting from acquisitions, as well as simplification and other cost saving initiatives.

⁽³⁾ Represents costs primarily recorded to *Other operating expense*, net which were incurred for consulting, legal, tax and other advisory services associated with the spin-off of BD's Diabetes Care business.

⁽⁴⁾ The amounts in 2022 and 2021 include charges of \$35 million and \$37 million, respectively, recorded to *Cost of products sold* related to the estimate of future product remediation costs. The amount in 2021 also includes charges recorded to *Other operating expense*, net to record product liability reserves, including related legal defense costs, of \$296 million.

⁽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 a noncash asset impairment charge recorded in *Cost of products sold* of \$54 million in the Medical segment. Also includes losses recorded within *Other expense*, net relating to certain investments.

Supplemental Non-GAAP Reconciliation

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Year-to-date Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

Six Months Ended March 31, 2022												
(Unaudited, \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation & related costs	Transactional/ product/ litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 36)
Revenues	\$10,006	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,006	
Gross Profit	\$4,728	\$713	\$0	\$0	\$0	\$36	\$21	\$54	\$0	\$0	\$5,552	1,4,5,6
<i>% Revenues</i>	47.3%										55.5%	
<i>Adjusted FXN % Revenues</i>											54.6%	
SSG&A	\$2,456	(\$10)	\$0	\$0	\$0	\$0	(\$1)	\$0	\$0	\$0	\$2,445	1,5
<i>% Revenues</i>	24.5%										24.4%	
<i>Adjusted FXN % Revenues</i>											24.4%	
R&D	\$673	(\$0)	\$0	\$0	\$0	\$0	(\$45)	\$0	\$0	\$0	\$628	5
<i>% Revenues</i>	6.7%										6.3%	
<i>Adjusted FXN % Revenues</i>											6.2%	
Operating Income	\$1,467	\$723	\$28	\$34	\$74	\$36	\$67	\$54	\$0	\$0	\$2,483	1,2,3,4,5,6
<i>Operating margin</i>	14.7%										24.8%	
<i>Adjusted FXN Operating margin</i>											24.0%	
Net interest expense	(\$195)	(\$2)	\$0	\$0	\$4	\$0	\$0	\$0	\$0	\$0	(\$194)	1,3
Other Income, Net	(\$24)	\$0	\$0	\$0	\$0	\$5	\$0	\$36	\$0	\$0	\$17	4,6
Income tax provision	\$117	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$187	\$304	
<i>Effective tax rate</i>	9.4%										13.2%	
Net Income	\$1,131	\$720	\$28	\$34	\$78	\$41	\$67	\$90	\$0	(\$187)	\$2,003	1,2,3,4,5,6
<i>% Revenues</i>	11.3%										20.0%	
Diluted Earnings per Share	\$3.78	\$2.51	\$0.10	\$0.12	\$0.27	\$0.14	\$0.23	\$0.31	\$0.00	(\$0.65)	\$6.82	1,2,3,4,5,6

Supplemental Non-GAAP Reconciliation

2 of 3

Year-to-date Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

(Unaudited, \$ in millions, except per share data)	Six Months Ended March 31, 2021											Notes for Non-GAAP Adjustments (Slide 36)
	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation & related costs	Transactional/ product/ litigation	European Regulatory	Investment gains/losses and asset impairments	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	
Revenues	\$10,223	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,223	
Gross Profit	\$4,979	\$695	\$0	\$0	\$0	\$45	\$19	\$0	\$0	\$0	\$5,738	1,4,5
<i>% Revenues</i>	48.7%										56.1%	
<i>Adjusted FXN % Revenues</i>												
SSG&A	\$2,298	(\$4)	\$0	\$0	\$0	\$0	(\$0)	\$0	\$0	\$0	\$2,294	1
<i>% Revenues</i>	22.5%										22.4%	
<i>Adjusted FXN % Revenues</i>												
R&D	\$608	(\$5)	\$0	\$0	\$0	\$0	(\$40)	\$0	\$0	\$0	\$563	1,5
<i>% Revenues</i>	5.9%										5.5%	
<i>Adjusted FXN % Revenues</i>												
Operating Income	\$1,676	\$704	\$66	\$36	\$0	\$341	\$59	\$0	\$0	\$0	\$2,881	1,2,4,5
<i>Operating margin</i>	16.4%										28.2%	
<i>Adjusted FXN Operating margin</i>												
Net interest expense	(\$238)	(\$4)	\$0	\$0	\$0	\$0	\$0	\$0	\$5	\$0	(\$237)	1
Other Income, Net	\$24	\$0	\$0	\$0	\$0	(\$12)	\$0	\$0	\$26	\$0	\$38	4
Income tax provision	\$160	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$204	\$363	
<i>Effective tax rate</i>	10.9%										13.5%	
Net Income	\$1,302	\$700	\$66	\$36	\$0	\$328	\$59	\$0	\$30	(\$204)	\$2,319	1,2,4,5
<i>% Revenues</i>	12.7%										22.7%	
Diluted Earnings per Share	\$4.28	\$2.39	\$0.22	\$0.12	\$0.00	\$1.12	\$0.20	\$0.00	\$0.10	(\$0.69)	\$7.74	1,2,4,5

Supplemental Non-GAAP Reconciliation

3 of 3

Year-to-date Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change

Change in Six Months Ended March 31, 2022 Compared With Six Months Ended March 31, 2021							
(Unaudited, \$ in millions, except per share data)	(A) FY22 Q2 Adjusted (Non-GAAP)	(B) FY21 Q2 Adjusted (Non-GAAP)	(C) = (A) - (B) Adjusted \$ Change	(D) = (C) / (B) Adjusted % Change	(E) FX Translation Adjustment	(F) = (C) - (E) Adjusted FXN \$ Change	(G) = (F) / (B) Adjusted FXN % Change
Revenues	\$10,006	\$10,223	(\$216)	(2.1%)	(\$96)	(\$120)	(1.2%)
Gross Profit	\$5,552	\$5,738	(\$186)	(3.2%)	\$33	(\$220)	(3.8%)
<i>% Revenues</i>	55.5%	56.1%					
<i>Adjusted FXN % Revenues</i>	54.6%						
SSG&A	\$2,445	\$2,294	\$151	6.6%	(\$22)	\$172	7.5%
<i>% Revenues</i>	24.4%	22.4%					
<i>Adjusted FXN % Revenues</i>	24.4%						
R&D	\$628	\$563	\$65	11.6%	(\$3)	\$68	12.1%
<i>% Revenues</i>	6.3%	5.5%					
<i>Adjusted FXN % Revenues</i>	6.2%						
Operating Income	\$2,483	\$2,881	(\$398)	(13.8%)	\$58	(\$456)	(15.8%)
<i>Operating margin</i>	24.8%	28.2%					
<i>Adjusted FXN Operating margin</i>	24.0%						
Net interest expense	(\$194)	(\$237)	\$43	(18.3%)	\$1	\$42	(17.9%)
Other Income, Net	\$17	\$38	(\$20)	(54.1%)	(\$3)	(\$18)	(46.8%)
Income tax provision	\$304	\$363	(\$60)	(16.4%)	\$7	(\$67)	(18.4%)
Effective tax rate	13.2%	13.5%					
Net Income	\$2,003	\$2,319	(\$316)	(13.6%)	\$49	(\$365)	(15.7%)
<i>% Revenues</i>	20.0%	22.7%					
Diluted Earnings per Share	\$6.82	\$7.74	(\$0.92)	(11.9%)	\$0.17	(\$1.09)	(14.1%)

Supplemental Non-GAAP Reconciliation – Revenues by Business Segments and Units

For the Three Months ended March 31

(Unaudited; \$ in millions)	(A) 2022	(B) 2021	(C) FX Impact	(D) = ((A-B) / (B)) (E) = (A-B-C)/B	
				% Change	
				Reported	FXN
BD Medical					
Medication Delivery Solutions	\$1,038	\$999	(\$13)	3.9	5.3
Medication Management Solutions	604	566	(6)	6.7	7.8
Diabetes Care	273	284	(6)	(3.9)	(1.7)
Pharmaceutical Systems	501	462	(17)	8.5	12.2
Total	\$2,416	\$2,311	(\$43)	4.5%	6.4%
BD Life Sciences					
Integrated Diagnostic Solutions	\$1,150	\$1,261	(\$26)	(8.8)	(6.8)
Biosciences	335	325	(8)	3.1	5.6
TOTAL	\$1,485	\$1,586	(\$34)	(6.4%)	(4.2%)
BD Interventional					
Surgery	\$340	\$292	(\$3)	16.5	17.5
Peripheral Intervention	450	420	(6)	7.1	8.5
Urology and Critical Care	320	298	(4)	7.4	8.8
Total	\$1,111	\$1,011	(\$13)	9.9%	11.2%
Total Revenues	\$5,011	\$4,907	(\$90)	2.1%	3.9%

Supplemental Non-GAAP Reconciliation – Revenues by Geographic Regions

For the Three Months ended March 31,

(Unaudited; \$ in millions)

	(A)	(B)	(C)	(D) = (A-B)/(B)	(E) = (A-B-C)/(B)
	2022	2021	FX Impact	Year-over-year % change	
				Reported	FXN
United States	\$2,807	\$2,462	\$0	14.0%	14.0%
International	\$2,204	\$2,446	(\$90)	(9.9%)	(6.2%)
Developed Markets	\$4,258	\$4,193	(\$81)	1.5 %	3.5 %
Emerging Markets	\$753	\$714	(\$9)	5.4 %	6.7 %
China	\$360	\$338	\$7	6.5 %	4.4 %
TOTAL REVENUES	\$5,011	\$4,907	(\$90)	2.1%	3.9%

Supplemental Non-GAAP Reconciliation – Net Income to Adjusted EBITDA and Net Leverage

Quarterly Reconciliation of Net Income to Non-GAAP Adjusted EBITDA – Unaudited; \$ in millions
For the Twelve Months ended March 31, 2021

Reported GAAP net income	\$1,920
Adjusted for:	
Depreciation and amortization expense	2,275
Interest expense	425
Income taxes	107
Share-based compensation	238
Transaction and integration costs pre-tax ⁽¹⁾	97
Restructuring and other costs pre-tax ⁽¹⁾	44
Separation and related costs pre-tax ⁽²⁾	109
Transaction (gain) loss, product and other litigation-related matters pre-tax ⁽³⁾	(16)
European regulatory initiative-related costs pre-tax ⁽⁴⁾	142
Investment (gains) losses and asset impairments pre-tax ⁽⁵⁾	44
Impacts of debt extinguishment pre-tax	153
Adjusted EBITDA	\$5,539
Short-Term Debt	\$1,051
Long-Term Debt	17,584
Less: Cash, Cash Equivalents and Short Term Investments	(3,162)
Net Debt	\$15,473
Net Leverage ⁽⁶⁾	2.8x

⁽¹⁾ Includes integration, restructuring and transaction costs associated with acquisitions and restructuring costs related to simplification and cost saving initiatives.

⁽²⁾ Represents costs incurred for consulting, legal, tax and other advisory services associated with the planned spinoff of BD's Diabetes Care business.

⁽³⁾ 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 and sale-leaseback transactions

⁽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⁾ Represents net gains and losses relating to certain investments and asset impairments.

⁽⁶⁾ Net Leverage is calculated by dividing Net Debt by Adjusted EBITDA.

Supplemental Non-GAAP Reconciliation – FY2022 Outlook Reconciliation

	Full Year FY2021	Full Year FY2022 Outlook - Pre-Spin		Full Year FY2021 ^(a)	Full Year FY2022 Outlook - RemainCo (Post-Spin)	
	(\$ in millions)	FX Neutral % Change	Reported Revenues	(\$ in millions)	FX Neutral % Change	Reported Revenues
BDX Reported Revenues	\$ 20,248			\$ 20,248		
Less: COVID-19-only Diagnostic Testing Revenues	\$ 1,956			\$ 1,956		
Base Business Revenues	\$ 18,292			\$ 18,292		
Less: Embecta revenues				\$ 1,117		
BDX Revenues from Continuing Operations				\$ 17,175		
FY2022 Base Business Revenue Growth		+6.75% to +7.75%			+7.25% to +8.25%	
FY2022 COVID-19-only Diagnostic Testing Revenues			~\$450 million			~\$450 million
Illustrative Foreign Currency (FX) Impact, based on FX spot rates			(~200) basis points			(~200) basis points
Total FY2022 Revenues			\$19.6 - \$19.8 billion			\$18.5 - \$18.7 billion

^(a) Recast Full Year FY2021 which reflects the presentation of BD's former Diabetes Care business as discontinued operations to provide a historical baseline of BD's standalone operating results from continuing operations and excluding specified items.

Supplemental Non-GAAP Reconciliation – FY2022 Outlook Reconciliation

	Full Year FY2021	Full Year FY2022 Outlook - Pre-Spin		Full Year FY2022 Outlook - RemainCo (Post-Spin)	
		Total Company		Full Year FY2021 ^(a)	Total Company
Reported Fully Diluted Earnings per Share	\$ 6.85			\$ 6.85	
Less: Diluted Earnings per Share Embecta				\$ 1.67	
Fully Diluted Earnings per Share Continuing Operations				\$ 5.18	
Purchase accounting adjustments (\$1.406 billion pre-tax) ^{(1) (b)}	4.82			4.81	
Integration costs (\$135 million pre-tax) ⁽²⁾	0.46			0.46	
Restructuring costs (\$50 million pre-tax) ^{(2) (b)}	0.17			0.15	
Separation and related costs (\$35 million pre-tax) ^{(3) (b)}	0.12			-	
Transaction gain/loss and product-related matters (\$272 million pre-tax) ⁽⁴⁾	0.93			0.93	
European regulatory initiative-related costs (\$135 million pre-tax) ^{(5) (b)}	0.46			0.46	
Investment gains/losses and asset impairments ((\$46 million) pre-tax) ⁽⁶⁾	(0.16)			(0.16)	
Impacts of debt extinguishment (\$185 million pre-tax)	0.63			0.63	
Income tax benefit of special items ((\$353 million) pre-tax) ^(b)	(1.21)			(1.19)	
Adjusted Fully Diluted Earnings per Share	\$13.08	\$12.85 to \$13.00		\$11.28	\$11.15 to \$11.30

^(a) Recast Full Year FY2021 which reflects the presentation of BD's former Diabetes Care business as discontinued operations to provide a historical baseline of BD's standalone operating results from continuing operations and excluding specified items.

^(b) Impacts from purchase accounting adjustments, restructuring costs, separation and related costs, European regulatory initiative-related costs, and Income tax benefit of special items for continuing operations are \$1.405 billion, \$44 million, \$0 million, \$134 million and \$(348) million, respectively.

⁽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 amounts associated with integration and restructuring activities resulting from acquisitions, as well as simplification and other cost saving initiatives.

⁽³⁾ Represents costs recorded to *Other operating expense, net* which were incurred for consulting, legal, tax and other advisory services associated with the planned spin-off of BD's Diabetes Care business.

⁽⁴⁾ Includes gains of \$158 million on sale-leaseback transactions and charges of \$361 million to record product liability reserves, including related legal defense costs, which were recorded to *Other operating expense, net*. The amount also includes charges of \$56 million recorded to *Cost of products sold* related to the estimate of future product remediation costs.

⁽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 gains recorded within *Other (expense) income, net* relating to certain investments.

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