

Advancing the world of health™

BD Company Overview



BD is a dynamic global medical technology leader that touches billions of patients around the world



34B +
devices made annually



Leading positions in more than
90% of the markets we serve



190 +
countries served



~\$5B
Connected Care business



31,000 +
active patents



60,000 +
BD associates worldwide



\$1B +
annual R&D investment & five global
enterprise R&D centers of excellence



1,700+
data scientists and software
engineers



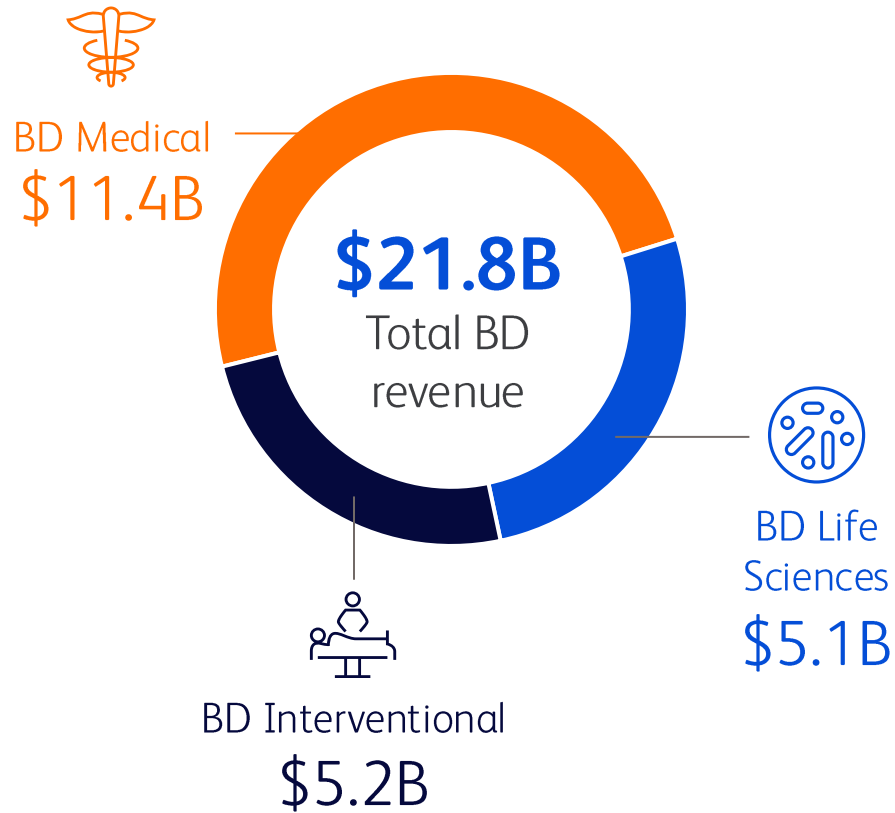
~\$1B
pharmacy and lab robotics
business



BD is positioned to lead in advancing the future of care

Unmatched scale and global reach to address healthcare's most pressing challenges

FY25 Revenue by Segment



BD Medical

\$11.5

Medication Delivery Systems	\$4.6
Medication Management Solutions	\$3.5
Pharmaceutical Systems	\$2.3
Advanced Patient Monitoring	\$1.1

BD Life Sciences

\$5.2

Specimen Management	\$1.9
Diagnostic Solutions	\$1.8
Biosciences	\$1.5

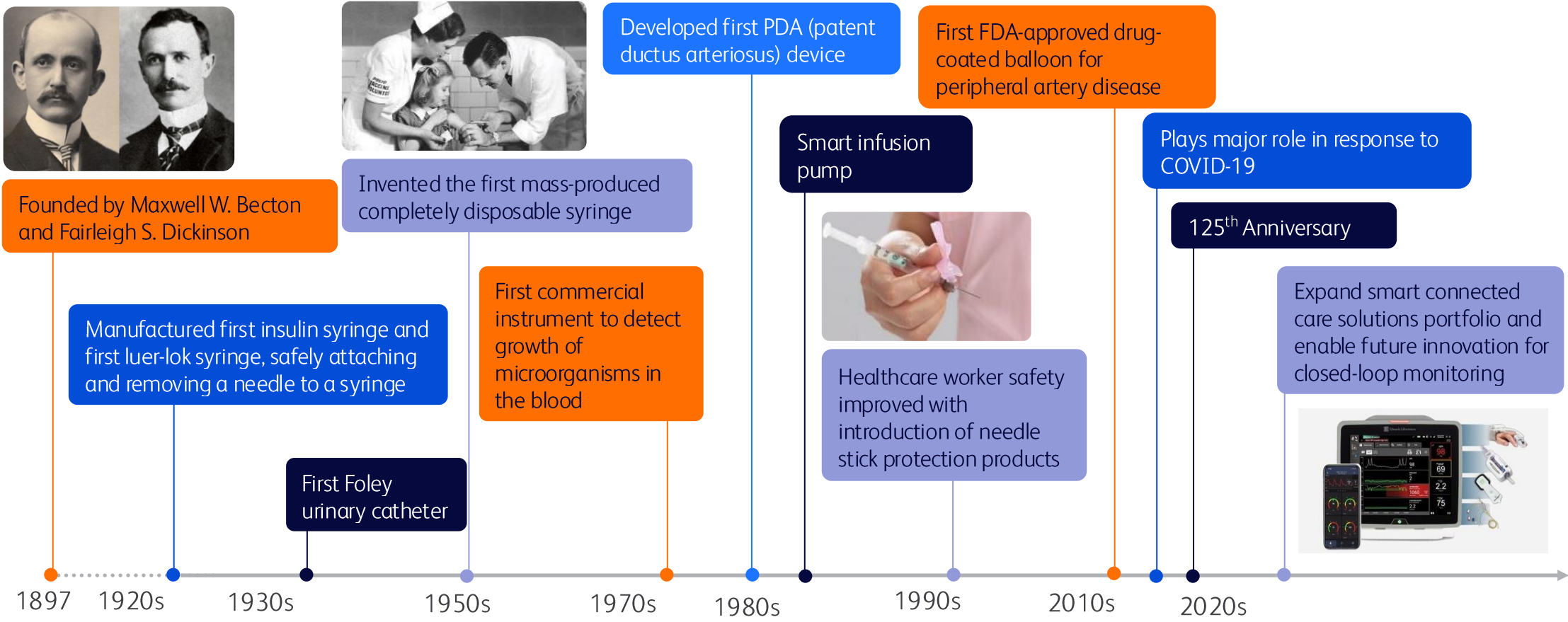
BD Interventional

\$5.2

Peripheral Intervention	\$2.0
Surgery	\$1.6
Urology and Critical Care	\$1.6

Values in this exhibit reflect rounded numbers in billions of dollars.

For 125 years, BD has been innovating medical products that provide safe, effective, high-quality solutions for healthcare providers to drive better patient outcomes



BD is at the center of key trends shaping healthcare with leading positions in attractive end-markets with significant headroom for growth

Medical Essentials



Medication Delivery Solutions

Specimen Management

Connected Care



Medication Management Solutions

Advanced Patient Monitoring

BioPharma Systems



BioPharma Systems

Interventional



Peripheral Intervention

Urology & Critical Care

Surgery

Beginning October 1st, BD began operating under our previously disclosed New BD segment structure that includes Medical Essentials, Connected Care, BioPharma Systems and Interventional, and a 5th Life Sciences segment comprised of Biosciences and Diagnostic Solutions. On February 9, 2026, BD's Biosciences and Diagnostic Solutions business was separated from BD and combined with Waters Corporation. Subsequent to the separation and combination, the Life Sciences segment will be eliminated from BD's segment reporting, which will consist of the remaining four reportable segments."

Medical Essentials

Medical Essentials forms the foundation of health care delivery, producing billions of devices each year that ensure safe medication administration and support accurate diagnostics. With a focus on quality, reliability, and continuous innovation, the Medical Essentials segment is driving better outcomes across the care continuum.

Business Units:

- Medication Delivery Solutions
- Specimen Management



Connected Care

Connected Care leverages millions of smart devices powered by automation, AI, and advanced analytics to transform patient care—driving efficiency, improving outcomes, and unlocking new growth opportunities.

Business Units:

- Medication Management Solutions
- Advanced Patient Monitoring



BioPharma Systems

Pioneering the future of biologics, including GLP-1 treatments, by uniting proven drug–device expertise with industrial scale and patient-centric technologies. Through continuous innovation and strategic leadership, we empower biopharma partners to launch faster, grow reliably, and deliver better outcomes.

Business Unit:

- BioPharma Systems



Interventional

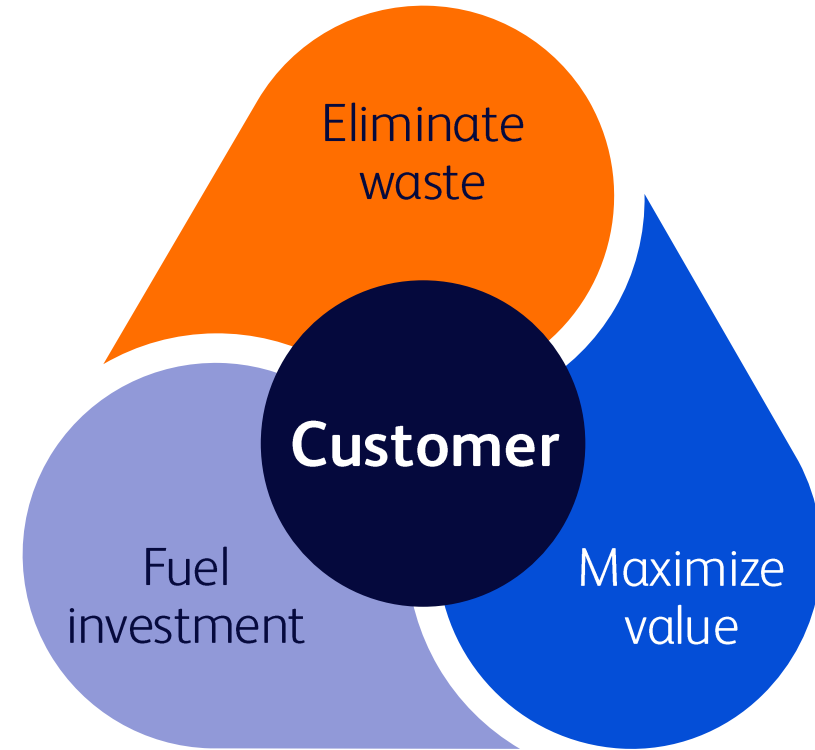
Focused on developing innovative surgical, endovascular, urological, and critical care interventions, this segment is innovating to treat chronic diseases and high-burden conditions—from urinary incontinence and peripheral vascular disease to cancer and advanced tissue reconstruction—transforming clinical practice for greater patient impact.

Business Units:

- Urology and Critical Care
- Peripheral Intervention
- Surgery

BD Excellence is our operating system that fuels world-class performance across the enterprise

- Based on the core principles of **lean** and **continuous improvement**; but uniquely developed for BD.
- Equips every team to apply lean principles with **rigor and consistency**
- Turns our **flywheel for growth** – by always improving, we can drive excellence across the entire BD organization.



We are expanding BD Excellence into the commercial and innovation functions, transforming customer engagement, accelerating product launches and scaling impactful solutions worldwide by embracing the BD Excellence mindset and adopting the tools.

BD is committed to being a responsible, sustainable business and takes meaningful action to make the world a healthier place

Global Public Health

Works with partners across government and industry to strengthen healthcare systems in underserved areas by developing and deploying market-appropriate solutions

Sustainability

Identifies risks and opportunities related to environmental, social and governance issues, and implements strategy that increases resilience across our operations

Social Investing

Collaborates with leading nonprofits to address health access among vulnerable populations, and enables opportunities for associates to give back to their local communities

Thriving Workforce

Fosters a culture of inclusion, safety and well-being, and manages the needs of our future workforce through training, development and reskilling strategies

Our corporate sustainability strategy, Together We Advance, includes 2030+ goals that support four pillars of health:



A purpose-driven organization creating global health impact through values and commitments that extend far beyond our products



FTSE4Good



Dow Jones Sustainability Indexes





“BD has long been an essential medical technology company for healthcare systems worldwide. With a strong commitment to innovation and excellence, our more than 60,000 associates are shaping the next era of healthcare and improving outcomes for patients and clinicians across the globe.”

Tom Polen

Chairman, Chief Executive Officer and President



Advancing the world of health™

Thank You



2026 CORPORATE OVERVIEW

Caution Concerning Forward-Looking Statements

This presentation contains certain forward-looking statements (as defined under Federal securities laws) based on current expectations and assumptions that involve risks and uncertainties. If the risks or uncertainties ever materialize or the assumptions prove incorrect, the results of BD may differ materially from those expressed or implied by such forward-looking statements and assumptions. Forward-looking statements may be identified by the use of words such as “plan,” “expect,” “believe,” “intend,” “will,” “may,” “anticipate,” “estimate” and other words of similar meaning in conjunction with, among other things, discussions of future operations and financial performance and statements regarding our strategy for growth, future product development, regulatory approvals, competitive position and expenditures.

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. Many of these risks and uncertainties are beyond BD’s control. 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 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 law or regulation.