

BD to Highlight Progress Against BD 2025 Strategy and Plans for Long-Term Growth

- **Innovation agenda focuses on advancing human health through smart connected care, new care settings and chronic disease outcomes**
- **Targets long-term revenue growth of 5.5%+ and double-digit EPS growth**
- **Strong balance sheet, cash flow and net leverage provide increased capacity to create value**

FRANKLIN LAKES, N.J., Nov. 12, 2021 /PRNewswire/ -- BD (Becton, Dickinson and Company) (NYSE: BDX), a leading global medical technology company, will begin its Investor Day at 8 a.m. ET today to share how it plans to leverage the breadth and depth of its core portfolio to fuel a new wave of growth through transformative solutions that can help reinvent health care. These innovations are aligned to three irreversible forces shaping the future of the industry: smart connected care, the transition to new care settings and improved chronic disease outcomes.

"Our BD 2025 strategy focuses on three pillars of Grow, Simplify and Empower that serve as our 'true north' for delivering value to all stakeholders," said Tom Polen, chairman, chief executive officer and president of BD. "Since launching our strategy in 2020, we've made significant progress and taken a series of bold actions to accelerate growth through a focus on organic innovation, geographic expansion and tuck-in M&A. These actions and our simplification initiatives have enabled BD to shift more of our investments toward innovations that align with the three irreversible forces where BD is uniquely positioned to drive better outcomes for patients and providers across the globe. Growth through innovation, expanding margins and a balanced capital deployment strategy are key tenets in our BD 2025 strategy that we believe will drive long-term shareholder value."

BD Investor Day Preview

The company is targeting long-term compound annual revenue growth of 5.5% or more with margin leverage to achieve double-digit EPS growth and a consistently increasing dividend. The event will highlight how BD plans to achieve these long-term targets through:

- **Strengthening BD's growth profile** through organic and inorganic investments in innovation programs.
- **Reshaping the innovation pipeline** to focus on investments in products and solutions with higher growth and higher margins, including a continued focus on tuck-in M&A.
- **Expanding simplification programs to increase margins** to above pre-pandemic levels.
- **Disciplined capital deployment strategies** that will balance long-term growth investments with returning capital to shareholders.

Today's event and presentations are accessible via the [Investor page on bd.com](#). A replay of the event, along with accompanying presentations and additional content, will be archived on the website following its conclusion.

About BD

BD is one of the largest global medical technology companies in the world and is advancing the world of health by improving medical discovery, diagnostics and the delivery of care. The company supports the heroes on the frontlines of health care by developing innovative technology, services and solutions that help advance both clinical therapy for patients and clinical process for health care providers. BD and its 70,000 employees have a passion and commitment to help enhance the safety and efficiency of clinicians' care delivery process, enable laboratory scientists to accurately detect disease and advance researchers' capabilities to develop the next generation of diagnostics and therapeutics. BD has a presence in virtually every country and partners with organizations around the world to address some of the most challenging global health issues. By working in close collaboration with customers, BD can help enhance outcomes, lower costs, increase efficiencies, improve safety and expand access to health care. For more information on BD, please visit [bd.com](#) or connect with us on LinkedIn at [www.linkedin.com/company/bd1/](#) and Twitter [@BDandCo](#).

FORWARD LOOKING STATEMENT

This press release 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 and earnings per share 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. With respect to forward-looking statements contained herein, a number of factors could cause actual

results to vary materially. These factors include, but are not limited to, risks relating to any impact of the current disruptions in the global supply chain on our operations, including our ability to source raw materials and components needed to manufacture our products and inflationary pressures, the possible impact of the COVID-19 pandemic on our business (including decreases in the demand for our products, any disruptions to our operations and our supply chain, and factors such as vaccine utilization rates and competitive factors that could impact the demand and pricing for our COVID-19 diagnostics testing); product efficacy or safety concerns resulting in product recalls or actions being taken with respect to our products; new or changing laws and regulations impacting our business (including the imposition of tariffs, changes in tax laws, new environmental laws and regulations, or changes in laws impacting international trade) or changes in enforcement practices with respect to such laws; fluctuations in costs and availability of raw materials, labor shortages or increased labor costs and BD's ability to maintain favorable supplier arrangements and relationships; legislative or regulatory changes to the U.S. or foreign healthcare systems, potential cuts in governmental healthcare spending (including China's volume-based procurement tender process) or governmental or private measures to contain healthcare costs, including changes in pricing and reimbursement policies, each of which could result in reduced demand for our products or downward pricing pressure; changes in interest or foreign currency exchange rates; adverse changes in regional, national or foreign economic conditions, including inflation, deflation and fluctuations in interest rates, particularly in emerging markets, including any impact on our ability to access credit markets and finance our operations; the demand for our products and services, or our suppliers' ability to provide products needed for our operations; the adverse impact of cyber-attacks on our information systems or products; competitive factors including technological advances and new products introduced by competitors; risks relating to our overall indebtedness; interruptions in our supply chain, manufacturing or sterilization processes; pricing and market pressures; difficulties inherent in product development, delays in product introductions and uncertainty of market acceptance of new products; adverse changes in geopolitical conditions; increases in energy costs and their effect on, among other things, the cost of producing BD's products; the remediation of our infusion pump business (including risks relating to our ability to obtain regulatory clearance and market acceptance of the BD Alaris™ System); our ability to achieve our projected level or mix of product sales; our ability to successfully integrate any businesses we acquire; uncertainties of litigation and/or investigations and/or subpoenas (as described in BD's filings with the Securities and Exchange Commission); and the issuance of new or revised accounting standards, as well as other factors discussed in BD's filings with the Securities and Exchange Commission. We do not intend to update any forward-looking statements to reflect events or circumstances after the date hereof except as required by applicable laws or regulations.

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