

# BD Strategy Overview

Advancing the world of health

**Vincent A. Forlenza**

Chairman, Chief Executive Officer and President

BD Analyst Day 2016

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# WE BELIEVE

BD IS AT THE VERY BEGINNING OF AN  
**AMAZING JOURNEY** WHERE WE CAN HAVE  
A **PROFOUND IMPACT** ON OUR CUSTOMERS  
AND THE MILLIONS OF PATIENTS THEY  
SERVE **AROUND THE WORLD.**

# Significant progress executing our strategy to transform the company

Five years ago our journey began

## Driving Growth and Innovation

BD  
Analyst Day  
Nov. 2011

### Growth

- Emerging markets ✓
- Expanding addressable market opportunities ✓
- New product launches ✓
- Seeking new acquisition opportunities ✓

### Innovation

- **Building new customer capabilities**
  - Stronger Marketing and Health Economics functions ✓
  - Globalize public policy ✓
- Institutionalize the management of innovation ✓
- Globalize R&D ✓
- Increasing spend in new product development ✓

# Drivers of sustainable healthcare

BD will help healthcare systems balance four key priorities



# We will be even more relevant to these massive healthcare challenges

**\$21B**

direct U.S. medical costs incurred due to **medication errors**

**Over \$600B**

direct global medical costs from **diabetes**

**4 in 10**

people will be diagnosed with **cancer** in their lifetime

**20%**

of deaths are from **infectious diseases**

**\$22B**

direct medical costs from **AMR** and avoidable **sepsis costs**

# The CareFusion acquisition

## Checking all the boxes

| Strategic objectives                         | Result  |
|--|---|
| <b>Accelerate BD's strategy</b>              | <ul style="list-style-type: none"><li>• The leader in medication management solutions</li><li>• Informatics platform</li></ul>  |
| <b>Leverage BD's international footprint</b> | <ul style="list-style-type: none"><li>• Registered over 100 products globally</li><li>• ~\$150M to \$175M revenue synergies by FY 2019</li></ul>  |
| <b>Organizational transformation</b>         | <ul style="list-style-type: none"><li>• Functional transformation</li><li>• Shared services expansion</li><li>• Centers of excellence creation</li><li>• Manufacturing footprint optimization</li></ul> |

## Significant financial updates

Oct 2014 announcement:

- **Low-teens EPS accretion** FY 2016
- **\$250M cost synergies** by FY 2018



Dec 2014 financing update:

- **High-teens EPS accretion** FY 2016 due to better financing



FY 2016 guidance in Nov 2015:

- **~22% EPS accretion** FY 2016
- **\$325M to \$350M cost synergies** by FY 2018



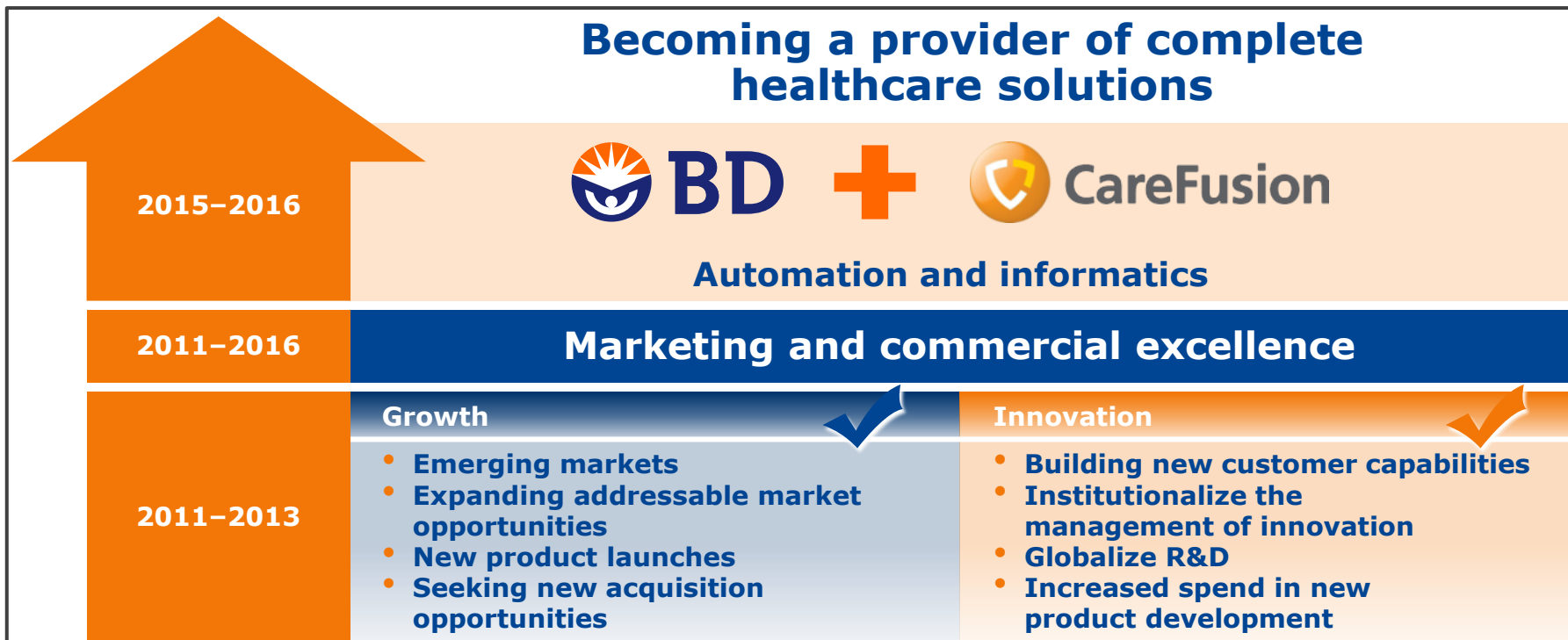
FY 2017 guidance in Nov 2016:

- **\$150M to \$175M revenue synergies** by FY 2019



# Accelerating our strategy

Built on an already strong foundation



# Continuing to move beyond the core

## Strengthening our portfolio through solutions

### BD LIFE SCIENCES

Discovery

Diagnostics

### BD MEDICAL

Medication management

**Informatics: Integrated workflow management and data analytics**

Enabling research insights inside and outside of the cell



Transforming the infectious disease lab of the future



Medication management across the continuum of care



Integrated diabetes management



Infection prevention and safety



BD Analyst Day 2016



# Building our solutions capabilities

A focus on four key areas

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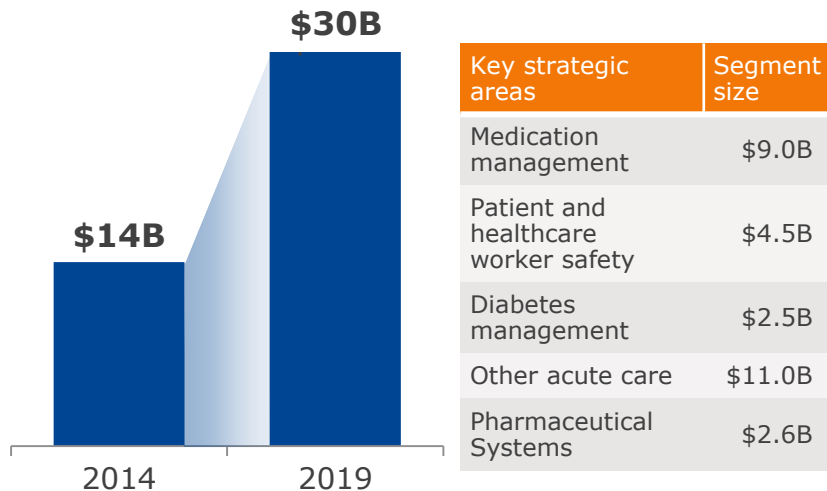


# A significant opportunity for BD

## Expanding our addressable markets

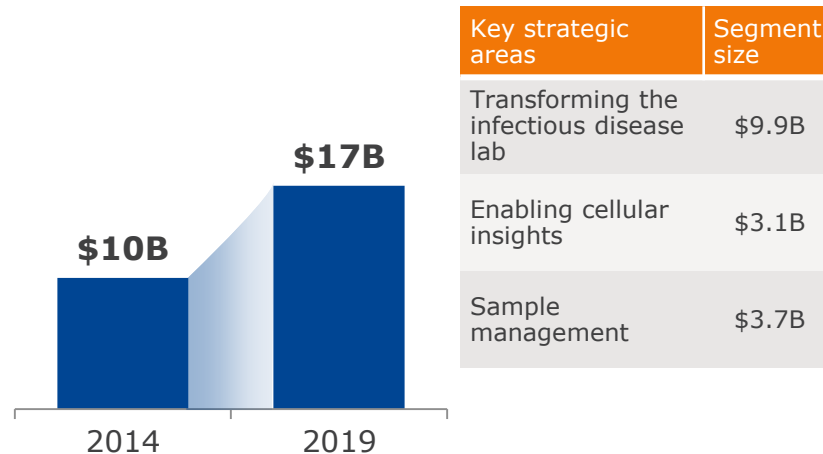
### Medical Segment

Building a world leader in medication management across the care continuum



### Life Sciences Segment

Extending capabilities to new spaces in infectious disease and cell-based research



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# Agenda for the day

2016 BD Analyst Day — November 17, 2016

BDX  
Strategy  
and Vision

*Advancing the  
world of health*

Global  
Health

Addressing pressing  
global healthcare  
challenges

Commercial  
and Innovation  
Excellence

Customer-focused  
innovation and  
commercialization

Life  
Sciences

Solutions that enable  
discovery and  
diagnostics

Medical

Medication  
Management  
Solutions

Financial  
Outlook

Driving sustainable  
long-term growth  
and profitability

Business  
Showcases

Learn more and  
talk with the  
businesses

Q&A

Opportunity to ask  
management about  
our strategy