



## Financial Progress

### Corporate Strategy

BD's strategy is increasing sustainable revenue growth through innovation, complemented by driving operating effectiveness and productivity to accelerate our progress. This strategy rewards both customers and shareholders. Our revenue and profit growth will enable us to advance toward our vision of becoming a "great company" – one that achieves great performance for customers and shareholders, makes great contributions to society and is a great place to work. For detailed information on BD's financial performance, see the Company's [2007 Annual Report](#).

### Financial Performance

#### Shareholder Value

Since 1962, BD has been a publicly traded company with shares listed on the New York Stock Exchange (NYSE: BDX). BD is included in the S&P 500 Index and is listed among the FORTUNE 500. As of September 30, 2007, BD had 8,896 shareholders of record who owned a total of 254.8 million average common and common equivalent shares outstanding, assuming dilution.

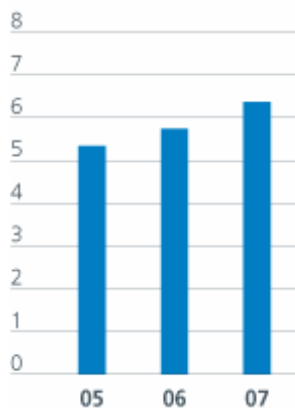
#### Shareholder Value Indicators at September 30, 2007

Dividends on common stock	\$239.8 million
Shareholder Equity (as of September 30, 2007)	\$4.36 billion
Net Income	\$890 million
Market Capitalization (as of September 30, 2007)	\$20.0 billion

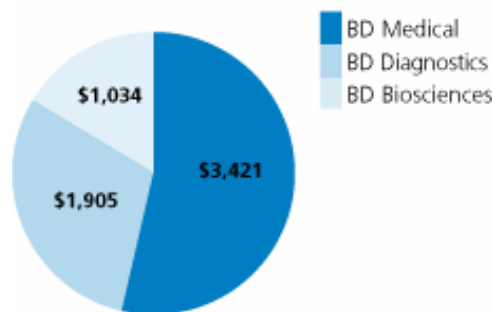
#### Revenues

BD's global revenues in fiscal year 2007 (ending September 30, 2007) were \$6.36 billion, an 11 percent increase (reflecting an overall estimated 3 percent favorable impact from foreign currency translation that affected all segments) over fiscal year 2006.

Revenue - Fiscal Year Ended September 30 (Billions of dollars)



Fiscal Year 2007 Revenues By Segment (Millions of dollars)





## **Salaries and Benefits**

In 2007, BD employed approximately 28,000 associates around the world. In the United States and Puerto Rico, total salaries, wages and related items for fiscal year 2007 were approximately \$435 million.

## **Financial Implications of Climate Change**

BD recognizes that our operations could be affected by natural disasters and similar scenarios identified by the Intergovernmental Panel on Climate Change. These risks identified as part of our Enterprise Risk Management program. Because BD has operations in many different regions of the world, we are at increased risk that natural disasters (i.e., hurricane, tornado, earthquake, etc.) or climate change scenarios will have an effect on our operations at some point. However, we have experienced no adverse effect to date. Each BD facility that is in a high-risk area has a crisis/emergency plan specific to its location. We realize that climate change events could increase the need for healthcare and medical devices and that it will be important for BD to continue to manufacture and distribute our products without interruption.

Currently, BD operations do not fall under the European Emissions trading scheme for carbon dioxide and have experienced little regulatory impact as a result of current greenhouse gas regulations. However, our operations will likely be affected by such regulations in the future. While the financial implications of future regulation have not been quantified, we do quantify the financial implications of continuously rising energy costs. Measures are being taken internally to reduce energy consumption and standardize energy efficiency in BD's manufacturing operations.

## **Market Presence**

### **Local Suppliers**

In fiscal year 2007, BD spent an estimated \$3.0 billion on suppliers, of which approximately \$1.4 billion in goods and services spent was managed centrally, and the remaining \$1.6 billion was spent through BD local purchasing organizations around the world.

### **BD Supplier Diversity Program**

BD supports the growth and development of small and diverse businesses. This commitment is reflected in BD's Supplier Diversity Program, which was formally launched in 1992. Corporate Purchasing, in collaboration with Government Sales, is leading the program, which reflects the Company's strong commitment to Supplier Diversity and is supported by BD's Executive Leadership Team.

The BD Supplier Diversity Program encompasses the Company's United States and Puerto Rico operations and supports BD's efforts under its Small Business Subcontracting Plan to source materials, supplies and services from small business suppliers. BD is committed to working with small businesses, including qualified Small, Veteran-Owned, Service-Disabled Veteran-Owned, Small-Disadvantaged, Women-Owned, Minority-Owned and Historically Underutilized Business Zone companies. BD is dedicated to continuing to work with small businesses that meet the Company's high quality standards and fulfill our material, supplies and service requirements.



We welcome all potential suppliers who can fulfill our requirements on a competitive basis to introduce their businesses to us by sending an email to: [supplier\\_diversity@bd.com](mailto:supplier_diversity@bd.com).

### **The Value of Supplier Diversity**

BD's Supplier Diversity Program reflects our commitment to be a good corporate citizen and to provide value to our customers, shareholders, associates and communities. Utilizing Supplier Diversity as part of BD's strategic sourcing process strengthens economic development opportunities for small businesses, provides a value-added strategy that enhances competition within BD's supplier base and supports one of BD's Core Values, "We do what is right."

### **Supplier Diversity – 2007 Highlights**

BD spent more than \$250 million with U.S.-based diverse and small business suppliers in the United States and Puerto Rico.

BD recognized several of our U. S. associates and small business suppliers for their contributions to BD's Supplier Diversity Program at the annual U.S. National Minority Development Council Dinner.

### **Indirect Economic Impacts**

BD directly supports the economies of local communities in several additional ways, including: providing jobs, purchasing goods and services, and paying taxes. For example, BD paid income taxes worldwide during fiscal year 2007 of \$345.05 million. Income taxes paid for fiscal years 2006, 2005 and 2004 were \$398.81 million, \$183.88 million and \$146.57 million respectively. In addition, BD pays various other taxes, such as VAT, sales and property taxes.