Together We Advance

FY 2025 Corporate Sustainability Report

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Letter to our stakeholders

As BD enters our next chapter, we are in a stronger position than ever before to advance our impact on billions of patients, deepen trust and deliver sustainable performance.

The world of healthcare is rapidly changing. A surge in chronic disease, technological advances, policy shifts, changes in care delivery and other macrotrends bring both new pressures and new opportunities—demanding a new standard of excellence in how BD operates, what we deliver and how we work together with customers.

BD is meeting the moment with greater partnership and bolder innovation at faster speed. We have deliberately reshaped our company to build the future of care, and our teams are now more agile, thinking bigger and tackling tougher problems, closer to the patient. This brings new urgency and capabilities for our long-time commitment to sustainable business practices, which are only growing more important in a changing global landscape.

Focus and transparency help us carry these practices forward. With the completion of our Life Sciences transaction, BD is now a pure-play MedTech innovator concentrated on the areas of care where we can make the greatest difference for patients. BD Excellence is our proven system to elevate our impact in those areas—increasing efficiency, eliminating waste, continuously improving and pushing to transformative results.

No single organization alone can meet the irreversible shifts in healthcare today. It takes partnership, grounded in a shared purpose. That's why BD is more focused than ever on building system-level solutions together with our customers. I'm proud to report progress across our Together We Advance strategy and 2030+ sustainability goals, as we unite to *advance the world of health*™.

Advancing efficiency and emissions performance

BD continues to improve emissions performance in line with our customers' needs and our own targets, which have been approved by the Science Based Targets initiative (SBTi). Our continuous improvement culture has enabled progress on emissions reductions and energy demand across our manufacturing sites and distribution centers. In FY25, we increased the number of manufacturing sites using renewable power by more than 10%—and we achieved a 24% decrease in our Scopes 1 and 2 emissions from our 2019 baseline. This data is independently assured by ERM CVS, a leading third-party verifier, in line with transparency best practices.

Delivering breakthroughs for the future of care

BD is now built to drive game-changing advances that can reach billions of patients. The past year shows what's possible across the continuum of care: building AI and robotics into core healthcare processes, delivering millions of GLP-1 doses and enabling life-changing procedures for tissue reconstruction, peripheral vascular disease and urinary incontinence. Looking ahead, our teams aim to accelerate the launch of future solutions by as much as 6 to 12 months, so we can improve patients' lives faster.

BD Excellence has also strengthened our systems for safety, quality, delivery and cost. Our manufacturing and supply chain teams have made remarkable strides in key metrics like overall equipment efficiency, on-time in-full delivery and productivity—all of which enable us to better serve customers, earn their trust and support the adoption of future innovations.

Ensuring a responsible supply chain

BD's scale enables us to drive meaningful sustainability progress across our supply chain and larger healthcare ecosystem. Over the past year, we continued to expand supplier participation in our sustainability programs, increasing the share of suppliers completing sustainability assessments by approximately 10%—an additional 1,200 suppliers. Building on last year's inaugural Supplier Climate Action Summit, we are also helping our suppliers set and advance their own science-based targets. Suppliers representing 40% of our Scope 3 Category 1 emissions have committed to or have already set science-based aligned targets.

Supporting healthy workforce and communities

Our associates are central to BD's culture, innovation and impact—bringing diverse perspectives, strengthening how we operate and driving long-term value. In FY25, engagement in professional development and mentoring increased by 10%, reflecting our investment in building capability as we prioritize innovation-rich areas and invest in the talent and technology closest to customers, clinicians, and patients to enhance experience and drive bolder innovation.

For the safety of our people, even one injury is too many. Our teams are building a safer future through smarter ergonomics, safer systems, and a vision to reach one million safety observations by next year.

Through partnerships with governments and humanitarian organizations, we are helping strengthen health systems, bring healthcare directly to patients in remote areas and expand access to critical care in under-resourced communities.

In FY25, BD supported more than 2.2 million breast cancer screenings and 34.8 million cervical cancer screenings, and expanded access to maternal care through the deployment of portable ultrasound units to health clinics across the U.S.

Showing what's possible in sustainability

Just as daring innovations let us see where care is headed, bold sustainability projects let us imagine what's possible in the future. As one example, the Columbus East facility of our Pharmaceutical Systems business has moved to 100% carbon-free electricity. In Australia and New Zealand, BD has partnered with customers and two waste management firms to recover raw materials from BD Alaris infusion pumps, while ensuring the secure removal of clinical and network configuration data.

Accelerating the future of care with AI

AI is an unprecedented tool to elevate the quality and efficiency of care around the world. BD is leading the way in co-creating AI-enabled solutions with our customers that will make healthcare more productive, support clinical decisions and even manage certain aspects of care autonomously. We are doing it hand-in-hand with health systems, clinicians and regulators, ensuring solutions are safe, secure and trusted. And internally, our lean systems make it easier and faster for our teams to adopt and use AI with guiding principles, further improving operations, clock speed and delivery.

I believe it's an amazing time to work in healthcare. The leading-edge technologies are incredible, and the future is exciting. While the pressure, pace and needs are greater, so too are the solutions available to meet those needs, raise the bar for patients and improve lives at massive scale.

As health systems, clinicians and communities navigate this transformation, they are counting on a partner who delivers both system-level advances and sustainable, resilient operations. BD is positioned to be that partner—offering bold innovations for the future of care, always grounded in trust, transparency and responsibility.

Tom Polen

Tom Polen
Chairman, CEO and President

About this report

Our annual sustainability report provides information about our global sustainability strategy, programs, and progress. This report is current through fiscal year (FY) 2025 (October 1, 2024, to September 30, 2025) and the first half of FY 2026 (October 1, 2025, to March 31, 2026). Unless otherwise stated, performance data regarding our Together We Advance 2030+ goals are provided through the end of FY 2025. All information is provided for BD (Becton, Dickinson and Company) and our subsidiaries.

Reporting frameworks and materiality

As part of BD's 2030+ goal of transparent disclosure, we have prepared the information in this report with reference to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Medical Equipment and Supplies Sustainability Accounting Standard. The report is not intended to be in accordance with the GRI or SASB standards.

Sustainability topics identified as "material" for purposes of this report may not be considered material to the company as a whole, or for SEC reporting purposes. A GRI index, a SASB index, and links to other BD documents can be found on bd.com. More details about our reporting boundaries and definitions are provided in our Basis of Reporting.

Our climate disclosures are aligned with the International Sustainability Standards Board (ISSB) international financial reporting standards (IFRS) S2: Climate-related Disclosures, and we continue to use this framework to advance our initiatives and disclose relevant information. We also report our emissions and climate strategy via the CDP (formerly the Carbon Disclosure Project). Our climate-related disclosures and CDP response are available on our website.

Materiality assessment

Consistent with relevant reporting frameworks, such as GRI, BD conducts materiality assessments approximately once every five years. These assessments are used to identify relevant issues for our organization—those that are of interest to associates and external stakeholders and where we can have the most impact as a company. Beginning in FY 2025, we conducted a double materiality assessment, which evaluates the relevance of various topics to BD's business performance and results (financial materiality) as well as the impact of BD on people and the environment (impact materiality). This was completed in preparation for compliance with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD).

The results of this assessment, as well as other assessments that we conduct regularly—including an environmental justice assessment, a human rights salience assessment, and annual water risk assessments—have informed the topics for inclusion in this report.

Our double materiality assessment process:

1. Working with a third-party consultant, we developed a list of potentially relevant environmental, social, and governance topics based on previous materiality and due diligence assessments, reporting frameworks (e.g., SASB and GRI), the U.N. Sustainable Development Goals, the CSRD and associated European Sustainability Reporting Standards (ESRS), peer comparisons, further research, and stakeholder feedback.
2. These potential topics were refined into draft impacts, risks, and opportunities statements that considered potential impacts to our business and society.
3. Internal leaders and proxy external stakeholders from across our business, representing multiple business units, functions, and geographic regions, were engaged to evaluate the actual and potential risks and their timeframes (short-, medium-, and long-term). As part of this step, we conducted 18 interviews with executive stakeholders and engaged 28 subject matter experts.
4. A scoring methodology was developed to define the criteria for scoring each impact, risk, and opportunity (IRO). During this step, we aligned our scoring criteria with our existing enterprise risk management program to enable ease of review and scoring.
5. Our internal experts reviewed and scored impacts, risks, and opportunities. Highly scored IROs were consolidated and finalized in a subsequent half-day workshop to finalize our list of topics. Our assessment was performed at a company level, using country- and site-specific data.

We have established a process for the annual refresh of this analysis. Additionally, we have identified topics that, while not considered material according to CSRD definitions of double materiality, we deem relevant for inclusion in our annual sustainability reporting due to interest from various stakeholders.

As a result of this analysis, the topics we identified for inclusion in this year's report are:

Environment	Social	Governance
Resource use & circular economy	Worker health & safety	Responsible supply chain
Air emissions	Product quality & safety	Anti-corruption
Climate risk & resilience	Human rights	Cybersecurity & digital innovation
Energy management & strategy	Health access	Medical & clinical affairs
Product stewardship	Privacy	
Water use	Responsible marketing practices	

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information, including in the context of the EU Corporate Sustainability Reporting Directive. For additional information regarding BD, please see our current and periodic reports with the SEC, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. The sustainability analysis and assessment are based on our understanding of current events at the time of the assessment and are subject to change, and we undertake no obligation to update or revise this assessment and analysis. We did not interview or account for every stakeholder who may be interested in these subjects.

Reporting boundary

Unless otherwise noted, we include environmental data in our dataset for our recent acquisitions in the first full year of ownership and once it becomes available. Our baseline years of 2021 (Scope 3 emissions) and 2019 (all other environmental goals) have been recalculated accordingly. For example, our FY 2024 acquisition of Edwards Lifesciences' Critical Care Product Group, which became our Advanced Patient Monitoring business unit, is included in this year's report. In early 2026, we completed the spinoff and combination of our Biosciences and Diagnostic Solutions business with Waters Corporation. Since this business remained in our portfolio during FY 2025, data from that business are included in this report, unless otherwise noted.

The data in this report applies to our owned and operated facilities. All monetary amounts are U.S. dollars unless otherwise stated. Percentages may not sum due to rounding.

RECENT ACQUISITIONS & DIVESTITURES

2019	**October** • Adaptec	**December** • LifeBond	
2020	**February** • NAT Diagnostics	**April** • Straub Medical	**November** • Cubex Medical • Surgiphor
2021	**March** • GSL Solutions **April** • Velano Vascular	**November** • ZebraScil • Tepha	**December** • Venclose • Tissuemed
2022	**February** • Cytognos	**March** • Embecta	**July** • Parata Systems • MedKeeper
2024	**September** • Edwards Lifesciences' Critical Care business		
2025	**No major acquisitions or divestitures.***		

* Agreement to separate our Biosciences and Diagnostic Solutions business and combine it with Waters Corporation was announced in FY 2025 and completed in FY 2026.

Restatements and additions

As part of our annual review against the SBTi Corporate Near-Term Criteria, we recalculated and restated our base-year FY 2019 Scope 1 and Scope 2 emissions following the identification of a change exceeding the 5% materiality threshold. This adjustment reflects a combination of structural changes within the organization and improved data availability, both of which enhanced the accuracy and completeness of our emissions inventory.

In addition, FY 2021 Scope 3 emissions for Categories 1 (Purchased Goods and Services) and 2 (Capital Goods) were recalculated. However, the resulting change did not exceed the 5% materiality threshold and therefore did not require a formal base-year restatement under SBTi guidance.

The revised emissions data are shown in the Responsible supply chain section and the Appendices of this report.

External assurance

We engaged ERM CVS, a third-party assurance provider, to provide limited assurance with respect to several environmental indicators, including greenhouse gas emissions. We have processes in place, the goal of which is to ensure that reporting on key sustainability performance indicators is as accurate and robust as reasonably possible, and we continue to strive to improve them. For information about the progress we have made toward our 2030+ energy, water, waste, and air emissions goals, see the Environmental stewardship section. Various data tables can be found in the Appendices. For more information on the scope of the engagement and assurance standards used, level of assurance obtained, and conclusions, please see the ERM CVS Assurance Report at the end of this report.

Find out more

A note about forward-looking statements and contact information can be found at the end of this report. Our previous sustainability reports are available on our website. Click here for our Policies, Guidelines and Statements Center.

Minimize our contribution to global emissions and utilize our capabilities to address unmet health needs for climate-vulnerable populations.

Reduce the environmental impact of our portfolio and address the sustainability needs of our customers.

Create a supply chain adaptable to disruption and able to contribute to strong environmental and social performance.

Maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being and contributes to advancing accessible health around the world.

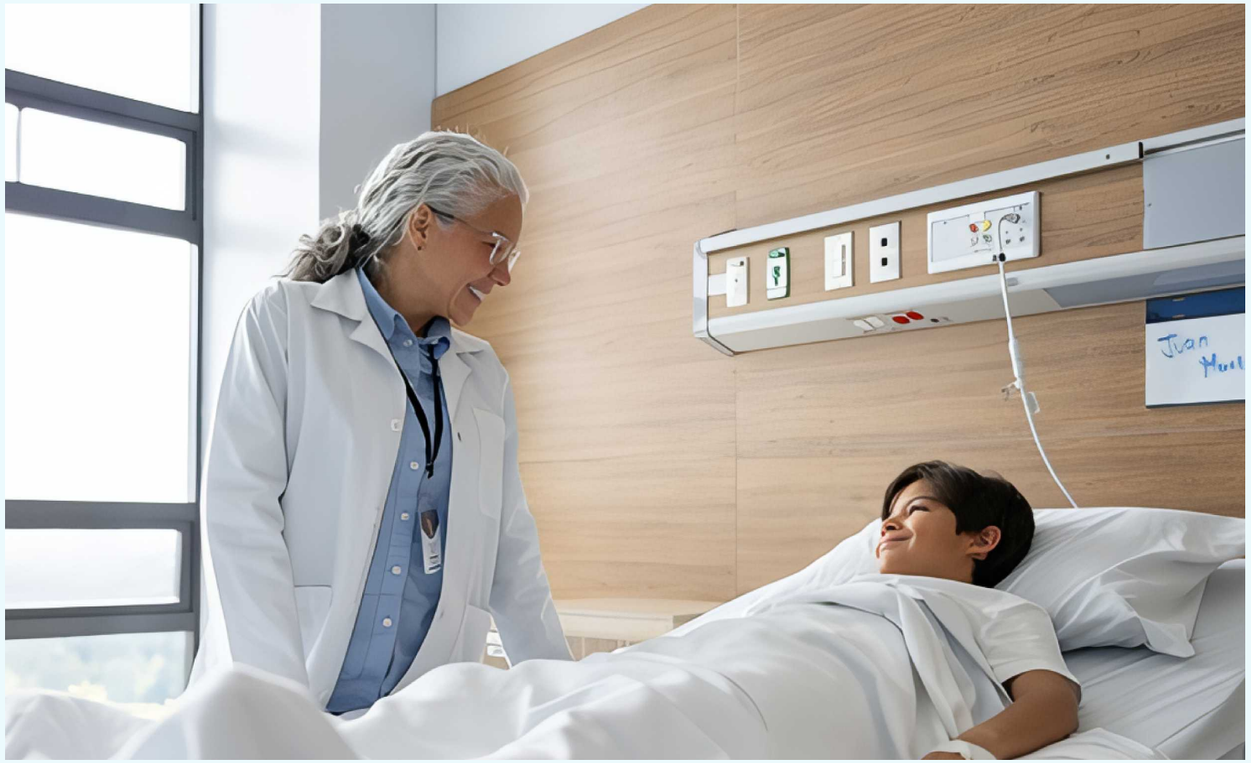
Invite trust across stakeholder groups through transparent performance reporting on sustainability issues relevant to our business.

Together We Advance

BD's sustainability strategy—Together We Advance—directly supports our Purpose: *advancing the world of health*™. It addresses the most relevant environmental, social, and governance issues for our organization and our stakeholders and focuses on enhancing stewardship of the company, communities, human health, and the planet. These are all interconnected, and Together We Advance embraces these connections with the goal of driving positive collective outcomes and a healthy, resilient world for all.

2030+ impact areas and goals

2025 marked the midway point of our decade-long set of goals in five key areas: environmental stewardship, innovation and product impact, responsible supply chain, healthy workforce and communities, and transparency. From 2026 through 2030, we'll continue to make progress on our goals. These goals were set based on where we believe we can make the most meaningful and measurable change and generate shared value for our stakeholders while making a positive impact.



Sustainability highlights

Company health

- Completed our five-year BD 2025 strategy; delivered over $5.4 billion in organic revenue; launched more than 125 new products and built multiple new high-growth platforms, including in biologic drug delivery, tissue regeneration, urinary incontinence, pharmacy robotics and advanced patient monitoring markets.
- Completed the spin-off of our former Biosciences and Diagnostic Solutions business and the combination of the business with Waters Corporation in early 2026, positioning BD as a pure-play MedTech company.
- Leveraged our lean operating system, BD Excellence, to deliver record on-time, in-full service levels and world-class gross productivity improvements of over 8% in our plants.

Planet health

- Achieved a 24% reduction in Scopes 1 and 2 emissions (2019 baseline).
- Invested over $1.9 million in solar and wind energy through power purchase agreements and bundled RECs from existing contracts.
- Implemented 57 production process and efficiency upgrades at our facilities, expected to generate $2,4 million annual energy cost savings and 3,570 metric tonnes of CO_2e emissions reduction.
- Increased the number of sites using 100% renewable electricity to 50, and operated 17 sites with on-site renewables.

Community health

- Due to our supplier inclusion program, we supported 7,335 jobs in the U.S. and Puerto Rico alone, and generated a total economic impact of $1.98 billion there.
- Contributed 15,000 hours of personal and team-based volunteer service by BD associates in their communities and more than 100 team-based volunteer events conducted by BD operating locations, supporting food access, environmental stewardship, skills-based service, mentorship, education, and youth engagement.

Human health

- Contributed $15.3 million in cash and product donations to build resilient and sustainable health systems, support and expand the healthcare workforce, and support the detection and treatment of cancer and chronic disease in underserved communities.
- Partnered with organizations that are supporting the resilience of health systems in communities that have faced natural disasters, such as Heart to Heart International's Mobile Medical Unit and Direct Relief.

Awards and recognition

FTSE Russell FTSE4Good Index Series, 2025[1]

Business Group on Health's Best Employers: Excellence in Health & Well-being, 2026

JUST 100 Rankings, Just Capital, 2026

Cigna's Gold level Healthy Workforce Designation, 2025

Ecovadis Bronze medal, 2026[2]

Top 100 Global Innovator, LexisNexis, 2026

Center for Political Accountability (CPA) rating of 100% in the CPA-Zicklin corporate political disclosure and accountability index, 2025

"Lasting sustainability isn't achieved through isolated wins—it's built when the entire organization moves together with purpose and discipline. With BD Excellence as our operating model, we're embedding sustainability into how we think, decide, and act every day. Like a great team focused on the fundamentals, it gives our people a shared playbook to turn ambition into consistent progress, ensuring sustainability is not an initiative, but a way of operating."

Maureen Mazurek
Chief Sustainability and Environment, Health and Safety Officer

1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Becton, Dickinson and Company has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

2 For more information, see BD's Ecovadis Recognition page.

About BD

Our Purpose

Our Purpose—*advancing the world of health*™—is the driving force behind everything we do.

BD is one of the world's largest pure-play medical technology companies with a Purpose of *advancing the world of health*™ by driving innovation across medical essentials, connected care, biopharma systems, and interventional. The company supports those on the frontlines of healthcare by developing transformative technologies, services, and solutions that optimize clinical operations and improve care for patients.

Operating across the globe, BD delivers billions of products annually that have a positive impact on global healthcare. By working in close collaboration with customers, BD can help enhance outcomes, lower costs, increase clinical efficiency, improve safety, and expand access to healthcare.

For more information on BD, please visit bd.com.

By the numbers

60,000+
BD associates worldwide

34B+
devices made annually

31,000+
active patents

190+
countries served

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

>90 %
we have leading positions in more than 90 % of markets we serve

These data reflect our current business, following the early FY 2026 spinoff and combination of our Biosciences and Diagnostic Solutions business with Waters Corporation.

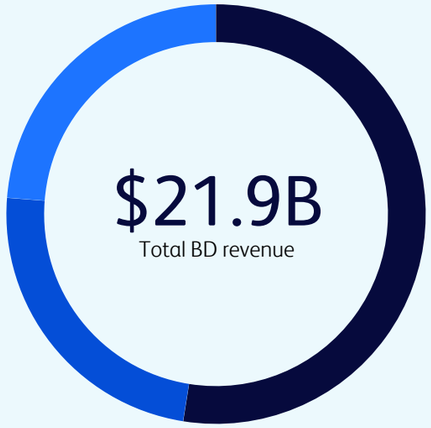
Our business

Excellence Unleashed: Compete, Innovate, Deliver

FY 2025 marked the completion of our BD 2025 strategy, a five-year transformation that reshaped our portfolio, strengthened operational excellence, delivered record growth, and positioned BD for our next phase of value creation as a pure-play MedTech leader. Building on this momentum, we introduced the next iteration of our corporate strategy, **Excellence Unleashed: Compete, Innovate, Deliver** as our go-forward blueprint that guides our next phase of growth across three strategic priorities where we will unlock the most value for our customers, patients, associates, and stakeholders.

- We **compete** by accelerating growth and driving an exceptional customer experience through world-class commercial capabilities, technologies, and a culture of relentless execution.
- We **innovate** by capitalizing on our unique position to create and deliver breakthrough innovations in high-growth markets, leveraging the power of AI, robotics, and new material science to advance healthcare globally. We are meaningfully increasing the value and pace of our pipeline through innovation, excellence and investment.
- We **deliver** exceptional quality, reliable supply, and consistent cash flow growth. Operational excellence is our foundation for trust and enables reinvestment in commercial and innovation capabilities.

FY25 Revenue by segment



BD Medical	**$11.5B**
BD Life Sciences	**$5.2B**
BD Interventional	**$5.2B**

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.

BD Excellence

Few companies in healthcare are more foundational to the daily delivery of care than BD. We deliver billions of products to our customers and touch the lives of millions of patients every day. BD Excellence (BDE) is our operating model and mindset. It is the platform for how we power our Excellence Unleashed strategy of Compete, Innovate, Deliver—enabling us to raise the bar across each aspect of our company.

An operating system designed to foster disciplined execution, accelerated growth and enterprise-wide excellence

Over the past year, we've made remarkable strides in sharpening our focus, strengthening execution, and scaling BDE across the company. As we intensify our commitment to Commercial and Innovation Excellence—extending the BD Excellence mindset, principles, and tools to commercial and innovation activities—it is resulting in more rigorous processes and acting as a catalyst for accelerated business growth.

Our ambition is world-class performance that fuels a self-reinforcing cycle of growth. Through continuous improvement in both operational and financial performance, BD Excellence enables stronger execution across the organization and creates capacity to reinvest in innovation and talent. This cycle can drive new solutions, accelerate growth, and deliver lasting value for our customers and our company. Our ambition also extends beyond BD; our Supplier Excellence program expands our BD Excellence efforts to our network of suppliers, resulting in elevated supplier capabilities and supplier relationships that deliver innovation and value.

Driving sustainability, accountability, and long-term value at scale

BD Excellence plays a critical role in advancing our sustainability priorities. At the operational level, it strengthens manufacturing performance by improving efficiency and reducing material waste. At the same time, it helps unlock reinvestments in MedTech innovations that help us reach millions of patients and support more resilient, sustainable products. Within our supply base, our Supplier Excellence program helps drive continuous improvement with a sustainability lens, identifying decarbonization opportunities and waste reduction while upskilling suppliers on sustainability.

Beyond these direct impacts, BD Excellence provides the structure and discipline that allow our teams to deliver long-term commitments, including those outlined in the Together We Advance strategy. By reinforcing clear ownership, accountability, and execution, it strengthens BD's ability to deliver meaningful outcomes—reliably, responsibly, and at scale.

Medical Essentials

Medical Essentials forms the foundation of healthcare 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:

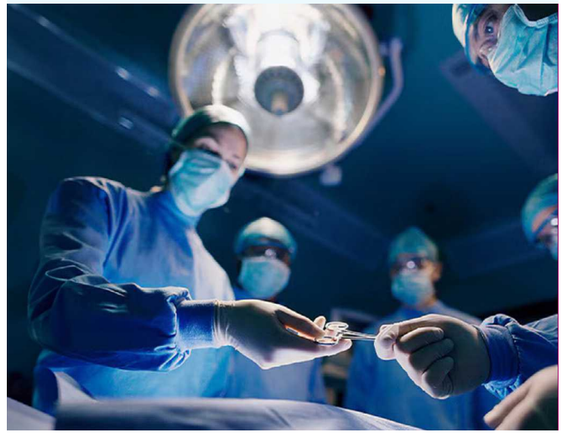
- BioPharma Systems

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



Beginning October 1st, 2025, BD began operating under our previously disclosed New BD segment structure that includes Medical Essentials, Connected Care, BioPharma Systems and Interventional, and a fifth 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 was eliminated from BD's segment reporting, and the remaining four reportable segments are as shown: Medical Essentials, Connected Care, BioPharma Systems, and Interventional.

Innovation at BD

We conduct research and development at business unit locations and global enterprise centers of excellence in the United States, India, China, Singapore, and Ireland, with the majority of the activities being conducted in North America. BD also collaborates with universities, medical centers, and other entities on programs and retains individual consultants and partners to support our efforts in specialized fields. We invested 5.8% of revenue on R&D in FY 2025. For more information, see the Innovation and product impact section of this report.

Stakeholder engagement

We engage and collaborate with a wide range of internal and external stakeholders through various channels across our organization. We use feedback to improve our products and business practices and to inform our materiality assessments and external reporting on these topics.

As part of our annual shareholder outreach and engagement program, we offered engagement meetings to our top 75 shareholders, representing approximately 71% of our outstanding shares in 2025. As a result, our senior representatives met virtually with shareholders holding approximately 47% of our outstanding shares. The Lead Director and other members of the Board participated in several of these meetings. These meetings also included senior representatives from one or more of our corporate secretary, investor relations, sustainability, human resources, regulatory, and quality teams. Topics of interest during the 2025 shareholder engagement season included corporate strategy, sustainability reporting and oversight, product quality and safety, supply chain and human capital management, and the pending transaction with Waters Corporation, among others.

BD also conducts quarterly earnings calls and engages in industry presentations and conferences, company-hosted events, and securities analyst meetings with our shareholders. Topics discussed during these meetings include corporate strategy, Board composition and refreshment, sustainability and climate change, human capital management, and executive composition plan design and practices.

Further information about our stakeholder engagement activities can be found in our previous sustainability reports.

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Progress toward our goals

Our commitment: Minimize our contribution to global emissions and use our capabilities to address unmet health needs for climate-vulnerable populations.

We will commit to setting science-based emissions reduction targets for GHG emissions across all scopes, in line with the SBTi

Our science-based targets were approved by the Science Based Targets initiative (SBTi) in Q2 FY 2024

2030 goals

↓ 50 %

Reduce Scopes 1 and 2 emissions by 2030.
(from 2019 baseline, absolute)

Scope 3 emissions targets for material Scope 3 categories are expected to be set within 2 years.

Current status

↓ 24 %

(market-based, 2019 baseline)

We have committed that 75 % of our suppliers and customers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution, use of sold products, and end-of-life treatment of sold products, will have science-based GHG emissions reduction targets by 2028.

We will advocate for net zero emissions

Our science-based targets were approved by the Science Based Targets initiative (SBTi) in 2024, which includes a net zero target

We will achieve additional environmental efficiency targets in our direct operations

	Reduce energy consumption	Reduce water withdrawals[1]	Reduce nonhazardous waste	Increase landfill diversion	Increase recycling	Reduce hazardous waste	Reduce volatile organic compounds (VOCs) and hazardous air pollutants (HAPs)	Reduce ozone-depleting substances (ODS)	Eliminate use of **R22**
2030 goals	↓ 25 % by 2030. (from 2019 baseline, normalized to Cost of Products Sold [COPS])	↓ 40 % by 2030. (from 2019 baseline, normalized to COPS)	↓ 50 % by 2030. (from 2019 baseline, normalized to COPS)	↑ 90 % by 2030. (from 2019 baseline, absolute)	↑ 80 % by 2030. (from 2019 baseline, absolute)	↓ 50 % by 2030. (from 2019 baseline, normalized to COPS)	↓ 30 % by 2030. (from 2019 baseline, normalized to COPS)	↓ 50 % by 50 % by 2030. (from 2019 baseline, normalized to COPS)	by 2030 (absolute).
Current status	↓ 18 %	↓ 27 %	↓ 16 %	↑ 79 % Diversion rate	↑ 67 % Recycling rate	↓ 10 %	↓ 49 %	↓ 99.9 %	To date, **80% of R22** refrigerant systems have been replaced with upgraded equipment.

We will use our capabilities to contribute to solutions that address unmet climate-related health needs

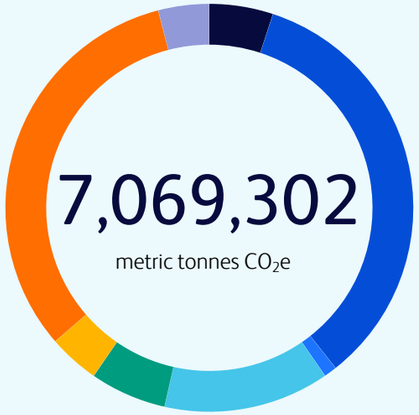
We have several initiatives to address climate-related health needs, including our support of Americares and Let's Share the Sun Foundation; for more information, see the Healthy workforce and communities section

[1] We have recently changed the nomenclature of our water metric from "water consumption" metric to "water withdrawal." In prior years' reports, this metric is referred to as "water consumption." The definition remains the same.

2030+ Goals, metrics & targets

Climate change

FY 2025 GHG emissions, by scope and category



Scopes 1 & 2	**5%**
Scope 3	Category 1	**34%**
Scope 3	Category 2	**1%**
Scope 3	Category 4	**13%**
Scope 3	Category 9	**6%**
Scope 3	Category 11	**4%**
Scope 3	Category 12	**32%**
Other Scope 3 Categories	**4%**

In April 2024, the Science Based Targets initiative (SBTi), a global organization that helps companies set GHG targets, approved our near- and long-term emission reduction targets.

Overall net zero target

BD commits to reach net zero GHG emissions across the value chain by FY 2050.

Near-term targets

BD commits to reduce absolute Scopes 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. BD commits that 75% of its suppliers and customers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution, use of sold products, and end-of-life treatment of sold products, will have science-based targets by 2028.

Long-term targets

BD commits to reduce absolute Scopes 1 and 2 GHG emissions 90% by 2050 from a 2019 base year. BD is working to reduce Scope 3 GHG emissions 97% per unit of sold product by 2050 from a 2021 base year.

FY 2025 GHG INTENSITY (SCOPES 1, 2 AND 3)

324

metric tonnes CO_2e per $million revenues

Planning for our transition to net zero

We plan to decrease our Scopes 1 and 2 emissions through demand reduction, operational efficiency, and renewable electricity. Each of our operating locations has a road map in place with year-on-year reduction targets and project pipelines.

Although critically important, Scopes 1 and 2 emissions represent only a small fraction of our total GHG emissions footprint. We are taking a similar approach to reduce our Scope 3 emissions and achieve our net zero targets.

We have worked with each business unit, along with the central Sustainability team, Responsible Sourcing team, and central R&D team, to co-create glidepaths to identify actions to meet our net zero target.

Reducing emissions and achieving our targets will require coordinated action across three main levers:

Engaging with our suppliers and supporting them on their journeys to setting and achieving science-based targets

Designing our products to reduce GHG emissions from our products and packaging across the life cycle

Building ecosystems and partnerships across the value chain to decarbonize healthcare

Our Scope 3 emissions are driven primarily by activities in our upstream supply chain that are associated with the purchase of goods and services, transportation and distribution, and the use and disposal of products.

We recognize the importance of building partnerships to reduce emissions across the healthcare value chain. BD is a foundational participant and an executive committee member of the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME), a voluntary industry initiative to define, implement, and champion best practices to reduce emissions from the medical technology supply chain.

We also use several additional metrics and targets to assess and manage climate-related risks including the following:

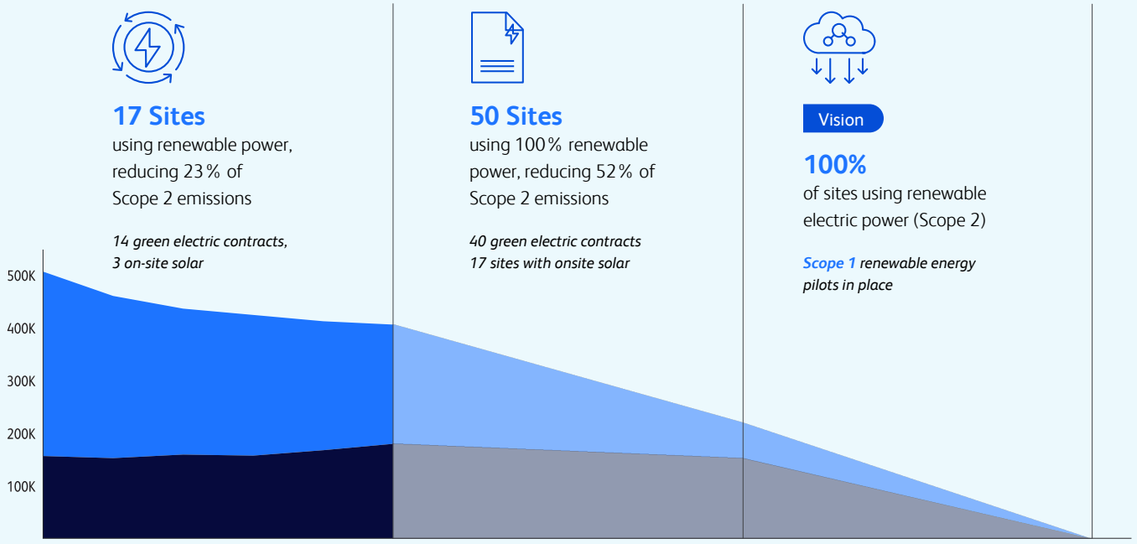
	Metric	Target
Transition risks—upstream	• Number of sustainability desktop audits of suppliers completed	• Sustainability desktop audits for strategic, preferred, and critical suppliers completed by 2023; 90% of total spend reflected in completed supplier sustainability desktop audits by 2025
Physical risks—operations	• Reduction in water use	• Reduce water withdrawals by 40% by 2030 (from 2019 baseline, normalized to COPS)
Transition risks—operations	• Reduction in energy consumption • Number of projects implemented to reduce energy consumption • Annual savings ($) associated with purchase of energy	• Reduce energy consumption by 25% by 2030 (from 2019 baseline, normalized to COPS)

We expect to identify and assess further metrics for suitability to measure climate-related risk and opportunity.

Scopes 1, 2 and 3 emissions data can be found in the Appendices of this report. We also disclose emissions annually via CDP. Details of how we manage climate-related governance, strategy, risks, and opportunities can be found in the Climate-Related Disclosures document on our website.

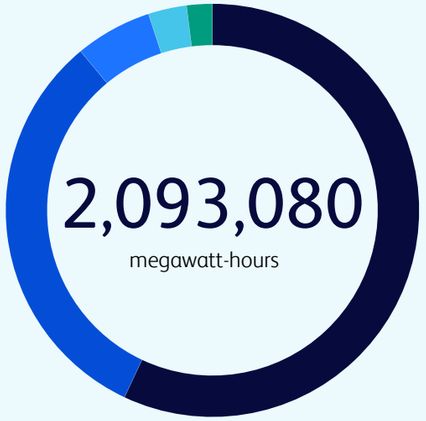
Renewable energy roadmap

BD Scope 1 and Scope 2 GHG Roadmap



Conservation work continues at all of our sites, but to meet our long-term commitments, initiation of Scope 1 and acceleration of Scope 2 renewable power sourcing is required.

FY 2025 Energy sources (megawatt hours)



Electricity (includes renewables)	57%
Natural gas	32%
Fleet fuels	6%
Other (diesel, gasoline, jet fuel, liquefied petroleum gas, number 2 fuel oil, process derived (hydrogen), and steam)	3%
Propane	2%

Energy

In FY 2025, our energy usage intensity remained relatively flat year-on-year. Since 2019, we have achieved an 18% reduction, driven primarily by significant reductions in our manufacturing facilities from process optimization and equipment upgrades.

In FY 2025, we held Kaizen events at several manufacturing facilities as part of our BD Excellence operating model. The term "Kaizen" translates to "change for the better" in Japanese, and, through these events, we identify opportunities for continuous improvement, particularly through eliminating waste, optimizing workflows, and increasing productivity. As a result, several facilities identified and implemented energy reduction opportunities by using data-driven analysis, cross-functional collaboration, root cause analysis, low-capital innovation, and process simplification.

Including all sources of renewable energy, 48% of our electric power in FY 2025 came from renewable sources.

Better Buildings, Better Plants Challenge (energy and water)

For several years, BD has been a part of the U.S. Department of Energy Better Buildings, Better Plants Challenge for energy and water. Through this program, we have joined with other manufacturing companies to improve the operational efficiency of our manufacturing plants within 10 years.

Water management

In FY 2025, our water withdrawal[1] intensity decreased year-over-year by 11 %; we achieved a 27 % reduction in water withdrawals compared to our 2019 baseline.

Water risk

We conduct water risk assessments annually for basin water risk[2] and operational water risk[3] using the World Wildlife Fund (WWF) Water Risk Filter.[4] The screening tool assesses water-related physical, regulatory, and reputational business risks.

We communicate the results with our Sustainable Operations Council as well as impacted sites, which are required to develop and implement strategies to reduce consumption or improve demand through projects such as rainwater harvesting.

Our FY 2025 water risk analysis indicated that overall operational water risk is low.[7] Eight facilities have high[8] basin water risk, though the overall basin water risk is considered medium.[9]

Last year, several of our manufacturing sites used our water risk analysis process to identify water reduction opportunities, including water intensity reduction and water reuse opportunities. These efforts reflect our commitment to proactive water management, especially in high-risk regions, and support our long-term strategy to reduce operational dependency on stressed water basins while strengthening community and ecosystem resilience.

Basin water risk

- Overall basin level risk is medium
- 8 locations are located within basins with high water risk and account for 17 % of water consumption and 8 % of water usage
- 29 locations are classified as medium basin water risk and account for 25 % of water consumption and 36 % of water usage
- 37 locations are classified as low basin water risk and account for 58 % of water consumption and 56 % of water usage

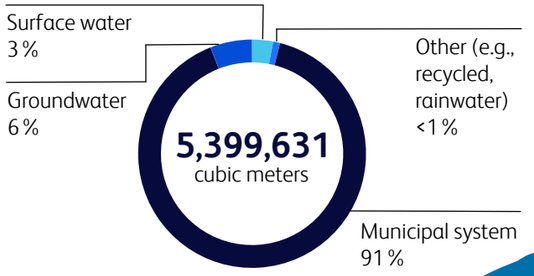
Operational water risk

- Overall operational water risk is low

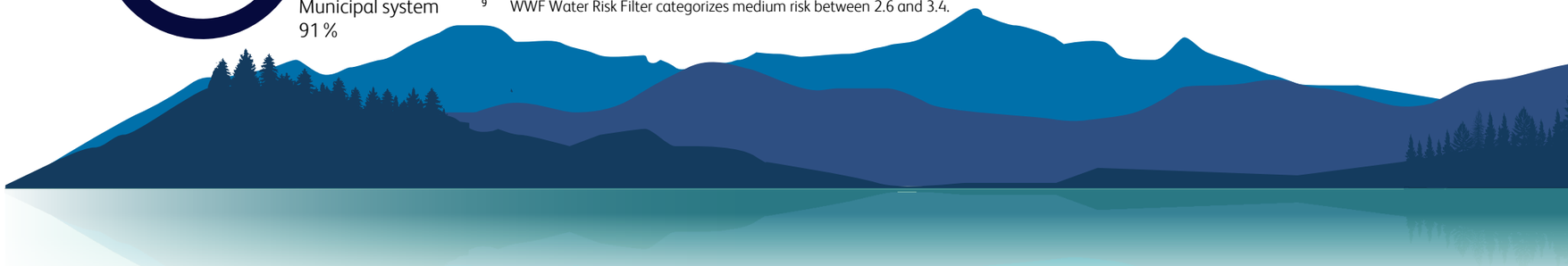
Water consumption[5] and water use[6]

- 18 river basins with 46 BD facilities account for 90 % of water consumption and 99 % of water use
- 4 river basins with 10 BD facilities account for 61 % of water consumption and 63 % of water use
- 1 river basin with 4 BD facilities accounts for 20 % of water consumption and 34 % of water use

FY 2025 Total water withdrawal by source



1 We have recently changed the nomenclature of our water metric from "water consumption" metric to "water withdrawal." In prior years' reports, this metric is referred to as "water consumption." The definition remains the same.
2 Basin water risk refers to the nature and condition of the water basins in which sites operate.
3 Operational water risk refers to how sites depend on and potentially impact water.
4 https://riskfilter.org/water/home
5 Water consumption is the portion of water use that is not returned to the original water source after being withdrawn.
6 Water use is defined as water that is lost in the atmosphere through evaporation or incorporated into a product and is thus no longer available for reuse.
7 WWF Water Risk Filter categorizes low risk between 1.8 and 2.6.
8 WWF Water Risk Filter categorizes high risk between 3.4 and 4.2.
9 WWF Water Risk Filter categorizes medium risk between 2.6 and 3.4.



Waste

We focus on opportunities to minimize waste generation and to extend the life of materials in the following ways:

- Site-level waste data allows us to assess the types and quantity of waste generated and to identify opportunities for improvement.
- Cross-functional teams evaluate source reduction and waste minimization opportunities and partner with local and regional waste disposal vendors to evaluate opportunities for reduction, reuse, redesign, and recycling.

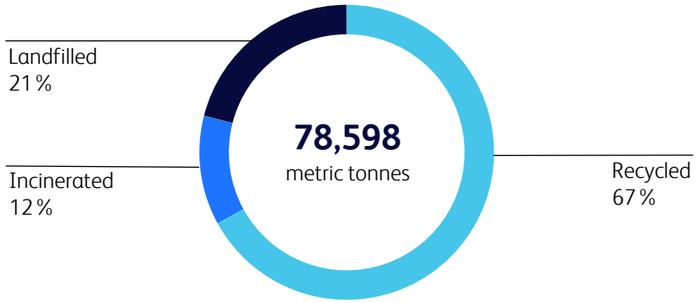
Our Management of Change Standard Operating Procedure requires our manufacturing locations to review and assess the waste implications of process changes and design transfers.

Waste performance

Our waste reduction efforts resulted in a 16 % reduction in our normalized nonhazardous waste generation in FY 2025 compared to the 2019 baseline despite an increase in hazardous waste compared to the baseline, driven primarily by a change in product mix.

Reduce nonhazardous waste by 50% by 2030 (from 2019 baseline, normalized to COPS)	**Current status**	↓ 16 % from the 2019 baseline, driven by process optimization improvements
Increase landfill diversion to 90% by 2030	**Current status**	Diversion rate of 79 %
Increase non-hazardous waste recycling to 80% by 2030	**Current status**	Recycling rate of 67 %
Reduce hazardous waste by 50% by 2030 (from 2019 baseline, normalized to COPS)	**Current status**	↓ 10 % from the 2019 baseline, primarily driven by a product switch in one facility; a solution was implemented in early FY 2026 and is on track to be resolved by next year's report. Excluding that facility, there was a year-over-year companywide hazardous waste reduction of 4 %

FY 2025 Non-hazardous waste by disposal method



Air emissions

Reduce volatile organic compounds (VOCs) and hazardous air pollutants (HAPs) by 30% by 2030 (from 2019 baseline, normalized to COPS)	**Current status**	↓ 49 % Reduced VOCs+HAPs from the 2019 baseline
Reduce ozone-depleting substances (ODS) by 50% by 2030 (from 2019 baseline, normalized to COPS)	**Current status**	↓ 99.9 % from the 2019 baseline; ODS reduction has been driven by process changes to eliminate hydrochlorofluorocarbons (HCFCs) and the continued replacement of R22 equipment at multiple locations
Eliminate use of R22 by 2030 (absolute)*	**Current status**	To date, 80 % of R22 refrigerant systems have been replaced with upgraded equipment; our Replace with a Purpose approach uses site-level plans to prioritize compliance, reliability, resilience, long-term capacity, and efficiency

* R22 refrigerant (also known as R22 freon and HCFC-22 freon), common in older air conditioners and heat pumps, is harmful to the ozone layer. New R22 systems are prohibited from manufacture or import in many jurisdictions where BD operates.

Environmental data governance and collection

Environmental data process

We use a third-party data collection and analysis platform to track energy and water use, waste disposal, and emissions data for GHGs, HAPs, and VOCs and to help us monitor our performance toward our environmental targets using site roadmaps and scorecards.

Our Environmental Inventory Management Plan (IMP) documents key governance and measurement processes and defines roles, responsibilities, processes, and criteria for baseline recalculation and restatement. The IMP supports decision-making and consistent and transparent reporting. Our site-level standards further define local data collection processes. All of our manufacturing sites, distribution centers, and large supply chain locations have annual individual targets for each environmental performance metric.

Consistent with the World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol, our reporting boundary includes all facilities under BD's operational control, including owned and leased major offices, manufacturing facilities, R&D facilities, and distribution centers.

Environmental data governance

The central Sustainability team meets with all major manufacturing and distribution sites monthly to review data and discuss active capital projects. This structure helps to identify water, waste, and emissions reduction opportunities.

The Sustainability Operations Council, led by the senior director of operations sustainability, includes individuals from each business unit and the Procurement and Facilities Management central teams. The Council aligns site, regional, and central team resources to build multiyear site roadmaps with a pipeline of sustainability projects to support the achievement of our 2030+ goals and communicates these to the Integrated Supply Chain leadership team at least quarterly. Overall sustainability and EHS performance is reviewed with the Enterprise Risk and Sustainability Committee semi-annually, and with the Board of Directors at least annually.

Environmental, health and safety management

At BD, we promote environmentally sound practices and protect the health, safety, and security of our associates, customers, and partners and of the communities where we live and work. We aim to prevent work-related accidents, injuries, illnesses, and environmental harm through innovation, associate engagement, and continuous improvement. Our expectations for EHS management are outlined in three key BD documents – our Code of Conduct, Corporate EHS Standards, and EHS Policy.

Environmental, health and safety governance

At the corporate level, BD's EHS team is led by the chief sustainability and EHS officer, who reports to the company's executive vice president and chief integrated supply chain officer. To continue to build strong accountability and provide continuous improvement of EHS across the organization, an EHS Leadership structure is in place. Additionally, an assistant general counsel of regulatory law is dedicated to the EHS organization.

Executive Vice President and Chief Integrated Supply Chain Officer

Chief EHS and Sustainability Officer

Director, Environment and EHS Auditing

This individual is responsible for environmental strategy, internal corporate EHS audits, remediation, due diligence, mergers and acquisitions, and high hazard/process safety management.

Associate Director, EHS Operational Effectiveness

This individual leads the Global EHS Advisory Council with representation from all BD businesses, providing a unified direction in establishing global objectives and strong collaborative efforts across the organization. This role also oversees EHS corporate standards, learning and development, and EHS data analytics to deliver continuous improvements to EHS operations.

Associate Director, EHS

This individual is part of the central EHS team, provides leadership to business units and our global supply chain, and partners with both EHS professionals and leadership.

Associate Director, EHS

This individual brings together multisite EHS leaders from all BD businesses, providing a unified direction in establishing global objectives and collaborative efforts across BD.

Environmental, health, and safety management systems

To foster continuous improvement of environmental performance at the facility level, BD has implemented ISO 14001:2015-certified environmental management systems (EMS) at many of our manufacturing sites, headquarters offices, and some European sales offices. In FY 2025, approximately 61 % of BD manufacturing associates worked in a location certified to the ISO 14001 standard.

Every ISO 14001-certified site sets annual environmental improvement objectives, with progress reviewed quarterly. All BD manufacturing sites have a goal to meet requirements for ISO 14001 certification within the coming years.

Additionally, we have two sites certified to the ISO 50001 energy management standard. ISO 50001 is an international standard that provides a structured framework for organizations to enhance energy efficiency, performance, and use.

All BD manufacturing locations maintain a focus on occupational health and safety (OHS). Significant OHS risks are identified and reviewed for elimination and/or control to minimize and prevent potential injuries. Several sites maintain ISO 45001 OHS certification, and those sites without certification follow many ISO 45001 elements.

For additional details on FY 2025 health and safety programs, including EHS specific training, visit the Healthy workforce and communities section of this report.

Environmental health and safety information management system

In FY 2025, we continued to use an EHS information management platform to track health and safety incident rates, process safety incidents, and corporate EHS audit actions across the company. The dashboard shows incident data across business units and sites and issues alerts to senior management for certain classifications of incidents. We offer guidance and tools, solicit user feedback, and offer application-focused training as needed.

Internal audits

Our global EHS audit program covers all BD manufacturing, R&D, distribution center, and major office locations. Audits are typically conducted by a third party and a central EHS team member, who leads and monitors audit performance and outcomes.

Initial audits typically comprise an opening meeting, a site tour, document examination, and a closing meeting. Executive summaries of each audit are provided to site management, operational leaders, EHS business team leaders, the chief EHS & sustainability officer, associate general counsel of regulatory law, the general counsel, the executive vice president & chief integrated supply chain officer, and the chief executive officer. Our EHS management process is to track corrective actions to closure, with follow-up audits carried out approximately 12 months later to verify completion. Findings are included in the audit tool, and sites are responsible for ensuring that all corrective actions are completed. Any findings that remain open after the follow-up audit are tracked monthly and communicated to senior management. Manufacturing sites are audited every four years, and R&D and distribution sites every five years.

Certain sites are included in our Process Safety Management (PSM) program, which helps identify and mitigate risks before they lead to fires, explosions, or toxic releases. The program includes structured controls such as hazard analysis, operating procedures, associate training, and mechanical integrity inspections. These programs are then audited every three years for process safety management, in addition to the usual EHS audit protocol.

BD Sites with ISO Certification

ISO14001

40

BD sites are certified to the ISO 14001:2015 Environmental Management Standard

ISO50001

2

BD facilities in Spain and Hungary are certified to the ISO 50001 Energy Management Standard

ISO45001

5

BD sites in Spain, China, Dominican Republic, and Puerto Rico are certified to the ISO 45001 Occupational Health and Safety Management Standard

Innovation and product impact

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Progress toward our goals

Our goal: Reduce the environmental impact of our portfolio and address the sustainability needs of our customers.

We plan to address plastic and packaging material consumption in our product portfolio through considerations in product design, including • **Chemical elimination** • **Material reduction** • **Safe product reuse models** • **Closed-loop recovery and/or open-loop recovery**	**Current status**	Our Sustainable Medical Technologies Institute (SMTI) supports our 2030+ product impact goals through a focus on three key areas: materials of concern, new and more sustainable sterilization technologies, and sustainable product design.	The Central Product Stewardship team and SMTI work to understand the impact of emerging requirements regarding materials of concern on our product portfolio. SMTI's strategies for identifying and evaluating replacement materials are being executed for key substances.	SMTI has developed a simplified life cycle assessment tool to help easily identify opportunities to reduce the environmental footprint of both existing and in-development products. The tool and training are available for internal use.
We plan to apply minimum environmental and human health criteria, based on customer Environmentally Preferable Purchasing (EPP) standards, to new products and product changes to strive for meaningful and sustainable product improvements across the life cycle.	**Current status**	Our Human Health and Environmental Criteria (HHEC) have been established and include criteria for high priority materials of concern. The HHEC includes implementation of best practices for sustainable design of products and packaging, including design for sustainability and circular economy concepts. The Design for Sustainability Guidebook, which explains the framework of 5Rs (Rethink, Reduce, Reuse, Replace, and Recycle), has been finalized and incorporated into BD's product development process.		
We plan to work to address the impact of plastics through existing and new strategic partnerships that work across the value chain.	**Current status**	BD is a proud member of the Healthcare Plastics Recycling Council (HPRC) and serves on its Executive Committee, providing us with the opportunity to work with other committee members to influence the direction of HPRC's work.	Through our collaboration with HPRC and through BD's efforts with our value chain partners, we are involved in several circularity projects around the world, including a number of pilot projects to recover and recycle healthcare plastics.	

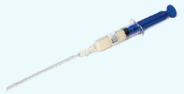
Innovation at BD

At BD, *advancing the world of health*™ means patients are at the center of everything we do. As a MedTech leader, our innovation process starts with understanding our patients' needs today, tomorrow, and in the future. As the pace of technology accelerates, we're shaping the future of healthcare innovation. We prioritize portfolio development based on market trends, consumer insights, technical and clinical feasibility, and scalability. Cross-functional teams, including Medical Affairs, Marketing, and R&D, are involved in product development from the early stages, supported by our global network of cutting-edge science, technology, and strategic partnerships.

BD was named a Top 100 Global Innovator by LexisNexis for the fourth year in a row, recognizing our strong innovation portfolio and progress in advancing technologies that enhance long-term growth and patient care.

A strong innovation pipeline

As we continue to advance our durable core platforms, we are also focused on three irreversible trends shaping the future of healthcare: the rise of smart, connected devices and AI; the shift of care to more convenient settings; and rapid advances in chronic disease technologies.

Key Focus Areas		FY 2026 Recent and Upcoming Launches	
Smart Connected Care	AI informatics and robotics will transform healthcare processes, tools and treatments. Examples: • Advanced patient monitoring devices • Lab automation & informatics • Connected medication management	 BD® Pyxis™ Pro Automated Dispensing System	 BD® HemoSphere Stream™ Module
New Care Settings	The shift into new settings creates major opportunities to improve patient outcomes and costs. Examples: • Home drug delivery • Home urinary incontinence	 BD® PureWick® Portable Collection Systems	 BD® Libertas™ Wearable Injector
Chronic Disease Technologies	Medical technology will have a growing role in improving outcomes in chronic diseases. Examples: • Peripheral vascular disease device • Oncology solutions	 BD® Liverty™ TIPS Stent Graft	 BD® EnCompass™ Biopsy System
Durable Core	We continuously innovate our category-leading core platforms.	 BD® Avitene™ Flowable Hemostat	 BD® CentroVena One™ Insertion System

Note: not all products are available in all countries/regions. Use may be subject to local/state laws and regulations.

Sustainability in innovation

Sustainability is an innovation driver at BD. We leverage advances in science and technology to develop products that contribute to more sustainable, resilient healthcare systems. The healthcare sector is responsible for approximately 5 % of global greenhouse gas emissions,[1] which we recognize can have an impact on both the planet and patient health. That's why we partner closely with healthcare systems to support their sustainability goals through our innovation and new product development, supported by three key platforms:

- Our *Design for Sustainability* methodology provides a framework that allows us to consider sustainability in the innovation process and early-stage R&D for new products and product changes, which helps us to reduce the environmental impact and carbon footprint of our products.
- Our *Together We Advance* Innovation & Product Impact commitment aims to reduce the environmental impact of our portfolio while addressing the sustainability needs of our customers.
- *BD Excellence* is our mindset and operating model that drives continuous improvement for a more sustainable and resilient healthcare system.

Starting with patients and healthcare professionals, we aspire to solve the most complex healthcare challenges and anticipate the changing needs around the world. In partnership with our business and our regional teams, we use these these insights to feed our innovation process and drive our disciplined approach to research and development.

[1] Health Care's Climate Footprint. Healthcare Without Harm, produced in collaboration with Arup, 2019. Health care's climate footprint report | Health Care Without Harm - Global.

Materials of concern and product stewardship

The central Product Stewardship team monitors changing global environmental regulations that apply to our product portfolio and governs compliance efforts for each of our business units. The team is co-led by two Product Stewardship leaders who report to the chief EHS and sustainability officer.

There are significant new and proposed changes to chemical-related and extended producer responsibility regulations and directives. These include the EU Green Deal, which introduced an ambitious set of proposals that will lead to the first climate-neutral continent by 2050. With respect to packaging, we are subject to the EU Packaging and Packaging Waste Regulation, the Model Toxics in Packaging Legislation from the US Toxics in Packaging Clearinghouse, Oregon's Recycling Modernization Act, and other similar extended producer responsibility legislation worldwide.

Additionally, there are many other new and emerging requirements related to materials of concern and reducing the environmental impact of products and packaging around the world, including Greater Asia, Latin America, Canada, and U.S. state-level legislation.

In order to monitor and comply with these requirements, the central Product Stewardship team maintains the materials of concern (MOC) list and the central database used to manage chemical information for over 100,000 components. Our MOC list, which is updated twice per year, contains both regulated and nonregulated substances that we consider to be of concern. The list is a guide for our efforts to reduce MOCs across our portfolio.

We use a third-party platform to request chemical compliance and packaging information from our suppliers. Our Supply Base Compliance and Extended Producer Responsibility teams use a defined process to receive all supplier-provided information, which in turn is reviewed and verified by relevant business teams before being accepted for use in our products.

In order to monitor the changing landscape around materials of concern among customers, regulatory bodies, and advocacy groups, our central Product Stewardship leader leads an internal Chemical Review Board. This group draws on functional and subject matter expertise in procurement, product stewardship, legal, regulatory, and toxicology areas and includes representation from the BD Sustainable Medical Technologies Institute (SMTI) and business teams.

The central Product Stewardship team also creates and manages our thousands of safety data sheets and tracks extended producer responsibility (packaging), batteries, and waste of electrical and electronic equipment (WEEE) reporting requirements across more than 50 jurisdictions.

By the numbers

200,000+
data points collected from supplier questionnaires about packaging and materials of concern

15,000+
substances incorporated into BD's materials of concern list (due to large amounts of named PFAS coming into legislation)

4,250+
suppliers contacted in 2025 for our Product Stewardship data collection program

BD Sustainable Medical Technologies Institute

The goal of our SMTI is to support BD's 2030+ product impact goals and overall sustainable innovation strategy. Through SMTI's partnership with the central Sustainability team and various central and business teams, we are better able to identify and address companywide, product-related sustainability opportunities. By embedding human health and environmental considerations into our product development process, we can achieve benefits across our products' entire life cycle. SMTI engages regularly with peer companies and technical experts and supports business and regional teams in their engagement with customers around product sustainability topics.

SMTI is led by our director of sustainability, research, and development, who also leads the Product Impact Council. The Product Impact Council guides and facilitates the product impact work across central, business and regional teams. The Council has executive sponsorship from the executive vice president and chief technology officer and the executive vice president, chief integrated supply chain officer. SMTI focuses on four key areas to reduce the carbon footprint and environmental impact of our products: materials of concern; new and more sustainable sterilization technologies; circular economy solutions; and sustainable product design practices.

To protect patients from the risks of infectious diseases caused by bacteria, viruses, and fungi, the U.S. Food and Drug Administration (FDA) requires the sterilization of medical devices and clinical products. BD is among the world's largest producers of medical products that are critical for patient care, the majority of which require terminal sterilization. For approximately half of BD products, the ethylene oxide (EtO) sterilization process is currently the only type of sterilization that can be used. Our EtO sterilization facilities use advanced emission control technology. See etosafety.bd.com for further information.

Materials of concern

BD considers the potential impact of the materials we use in our products and packaging, including customer preferences related to materials of concern and waste criteria. SMTI works with cross-functional business teams to mitigate risks and address specific challenges related to MOCs. One approach to increasing impact and ensuring consistency involves integrating MOC-related and sustainable design requirements into product development. SMTI is actively developing strategies for identifying and evaluating replacement materials in response to emerging requirements and customer expectations in different parts of the world, including eliminating or lightweighting materials and selecting more sustainable materials. It seeks to achieve this by utilizing expertise across all BD businesses and functions, in addition to external partnerships where appropriate.

Sterilization technologies

SMTI is working to identify alternatives to legacy radiation and gas-based sterilization methods. As new technologies become available, SMTI conducts technical evaluations to assess suitability for use with medical devices, including material compatibility assessments, sterility evaluations, biocompatibility testing, and product and packaging performance testing. These tests are conducted to ensure the product is sterile, meets intended functional requirements, and is safe for patient use. Alternate packaging designs are also being investigated due to the strong interaction between sterilization and medical device packaging. SMTI continues to advance the utilization of the Sterilization Resource for Product Development, a tool that allows R&D associates to consider sterilization implications during product development. Training has been conducted in collaboration with the Sterilization Center of Excellence organization for New Product Development teams across BD regions and businesses.

Human health and environment criteria

The HHEC, developed by SMTI in collaboration with Product Stewardship, Responsible Sourcing, and central Sustainability teams, sets minimum environmental and human health criteria for new products and product changes. These criteria were developed following benchmarking against peer companies and review of customer EPP requirements, particularly those seen in tenders. We have finished baseline assessments for prioritized products across all BD businesses and are evaluating alternatives for product improvement.

Design for Sustainability

The design of our products—from the materials we select, through design for longevity and end-of-life solutions—plays an important role in meeting our net zero target. By reducing the volume of materials used in products and packaging, we can lower emissions across sourcing, manufacturing, distribution, and end-of-life disposal, while also minimizing waste throughout the value chain. The use of alternative materials—including bio-based materials and recycled content—may further reduce emissions. Designing with circularity in mind helps keep materials in use for longer, conserving resources and reducing emissions. Given the breadth of our portfolio and the nature of product use, not all emission-reduction design options are suitable for every product or packaging application.

Our Design for Sustainability (DfS) Framework is guided by the 5Rs—Rethink, Reduce, Reuse, Replace, and Recycle—and provides Innovation and New Product Development teams with practical tools and principles, including methodologies for supplier selection, identification of low-carbon materials of construction, sustainable product and packaging design, removal or replacement of MOC-containing materials with alternatives, and mechanisms for reducing greenhouse gas emissions for energy-consuming products. In FY 2025, we introduced a Design for Sustainability guidebook that embeds circularity into product design criteria, which was supported by training to enable adoption by our business units in FY 2026. As a result, the DfS methodology is integrated into BD's innovation and product development processes.

Life cycle assessment

Complementing the DfS Framework, BD uses Life Cycle Assessment (LCA) methodology to quantify the environmental impact through a product's life cycle as per ISO 14044 and 14040. In FY 2025, we launched training sessions for our internal LCA screening tool and expanded the tool's functionality to account for Scope 3 categories 11 and 12—emissions resulting from the use of sold products and end-of-life treatment, respectively. Business units utilize both simplified screening methods and full LCAs to enable design decisions. To date, more than 300 BD associates have been trained in the use of this tool.

Partnerships, collaborations, and thought leadership

The GHG emissions from disposal of our products represent a significant portion of our overall footprint. We continue to enhance existing programs to improve disposal of BD products through product takeback programs or partnerships that provide alternative disposal options for our customers. SMTI is involved in several circular economy pilots aimed at recovering and recycling materials from used BD products.

In compliance with local regulations, we take part in programs that support the responsible collection, management, and disposal of packaging, batteries, and electrical and electronic waste in certain jurisdictions. BD also supports several collaborative initiatives with respect to sustainable operations and product sustainability:

- ASTM (formerly the American Society for Testing and Materials) Sustainability Committee (executive committee member)
- ASTM Sustainable Healthcare Subcommittee (subcommittee chair)
- ASTM Radiation Processing Committee
- Collective Healthcare Action for Reducing MedTech Emissions (CHARME) (executive committee member)
- Sustainable Healthcare Coalition
- ISO/AAMI WG7 membership, focused on critical ISO standards for Healthcare Packaging
- Kilmer innovations in Packaging (KiiP), including the Sustainability and End of Life solutions workstream
- Healthcare Plastics Recycling Council (HPRC, executive committee member)

We also contribute to thought leadership in this area. For example, in November 2025, SMTI participated in a circularity-focused plenary session of the Nordics Conference on Sustainable Healthcare and, in June 2025, represented medical device manufacturers at a U.S. Department of Energy conference on the topic of accelerator technology for use in sterilization.

CASE STUDY: MEASURING CARBON FOOTPRINT FOR HEALTH SYSTEMS AND SUPPLIERS USING THE E-LEDGER METHOD

Similar to other MedTech companies, the majority of our total GHG emissions are from our supply chain. To achieve reductions, partnerships across our value chain are necessary. We recently partnered with a large U.S. healthcare provider and the E-Ledgers Institute to measure total cradle-to-grave emissions of seven high-volume syringe types.

The e-ledger approach is a carbon accounting method that aims to address the shortcomings of current carbon accounting systems, especially in complex supply chains. Instead of treating carbon as a cost or expense, the e-ledger approach frames it as a liability that must be accounted for in the same way as other financial obligations. Each entity in the value chain tracks and passes along accumulated emissions in that product to its immediate customer, enabling more transparent accounting.

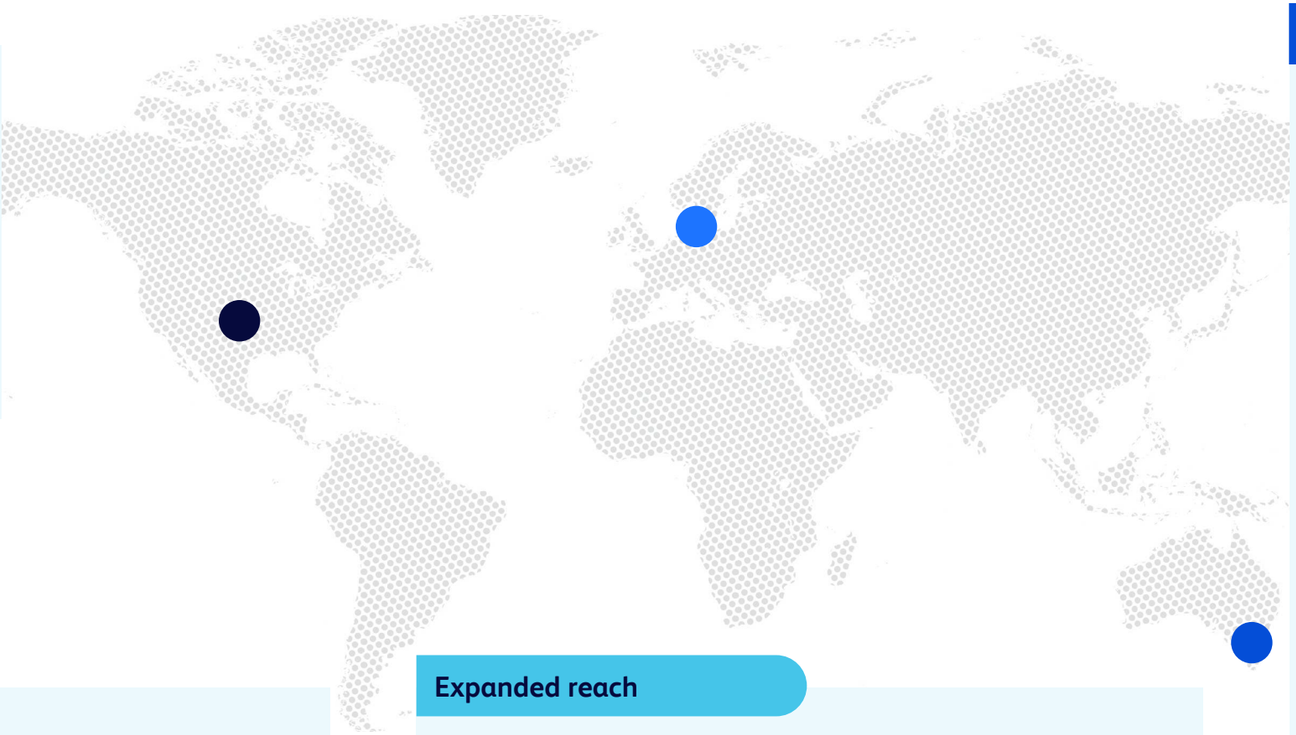
The analysis covered emissions from raw material extraction through end-of-life disposal, demonstrating that traditional spend-based estimates can significantly misrepresent actual emissions, ranging from 22% to 209% of true values. The study provided more precise product-level carbon accounting and identified where emissions accumulate across manufacturing, transport, use, and disposal. Emissions reduction opportunities include optimizing product mix, redesigning packaging, improving logistics routes, and enhancing waste segregation and disposal practices.

We see this methodology as scalable across products, suppliers, and care pathways, and have plans to implement this approach elsewhere in our product portfolio. This supports better decision-making by linking financial and environmental metrics, positioning suppliers and health systems to collaboratively decarbonize. Learn more here.

Circularity efforts around the world

United States

Through our partnership with HPRC, BD participated in a plastics circularity pilot program in Texas to demonstrate effective collaboration across the plastics value chain and establish responsible plastic recycling practices at local hospitals. Learnings from this program will support scaling the program to other regions.



Australia/New Zealand

Several initiatives are underway in Australia and New Zealand to collect and recycle a variety of used medical materials. Highlights from FY 2025 are outlined below.

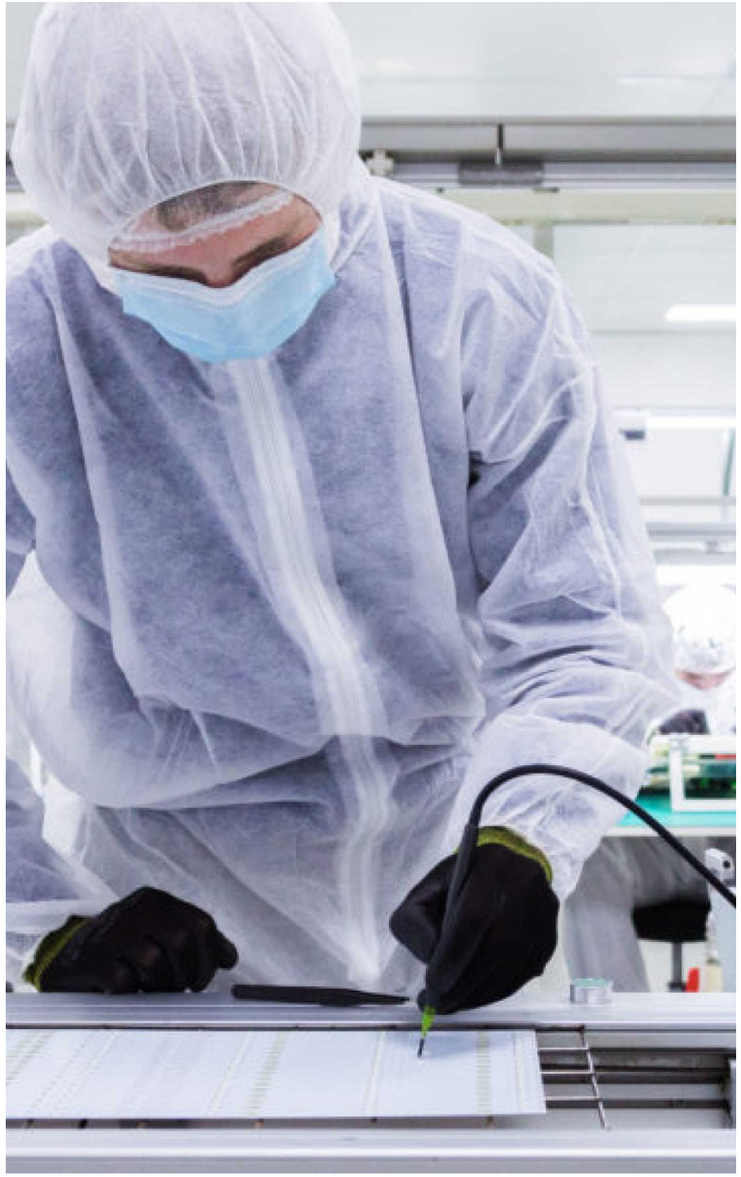
- **Expired/damaged products:** BD continues to partner with a resource management provider to recycle unsaleable products in Australia, with landfill diversion rates exceeding 75%. The program is economically viable, with recycling costs that are comparable to landfilling the material.
- **Alaris infusion pumps:** BD has partnered with customers and two waste management firms in Australia and New Zealand to recover raw materials from BD Alaris infusion pumps while ensuring the secure removal of clinical and network configuration data. In Australia, BD partners with a resource management provider to recycle pumps, while in New Zealand, we partnered with a registered charity that employs people with disabilities to dismantle infusion pumps collected from a local health board for recycling.
- **Recycling syringes:** A used syringe pilot program in New Zealand evolved into a regular partnership with several leading hospitals. The program recycles syringes from surgical theaters. In 2025, BD and partners diverted 4.5 metric tonnes of product from the landfill; since the beginning of the program in mid-2023, more than 11.8 metric tonnes have been diverted.

Denmark

In FY 2023 and early FY 2024, BD collaborated with a consortium of healthcare institutions in Denmark to innovate a method to recycle used blood collection tubes without compromising the hygiene, safety or quality of the material. The pilot study demonstrated that the used tubes, made from high-quality polyethylene terephthalate (PET) plastic, can be cleaned, shredded and molded into new articles. Following successful completion of the pilot, the partners identified opportunities for improvement and sought feedback on the proposed collaboration model design and deliverables. A next phase of the program would include technical and commercial assessment and additional value chain partners.

Expanded reach

BD continues to evaluate improved end-of-life solutions for BD products such as lab consumables. Enabling technologies were screened and selected for use to recycle several high-value plastic materials—including polypropylene, polyethylene terephthalate, polyethylene, and polystyrene—in both post-industrial and post-consumer settings. For instance, SMTI recently collaborated with a technology company to demonstrate the feasibility of a true closed-loop solution in a post-industrial setting for a high-volume consumable used in labs settings. Recycled content obtained from processing unused petri dishes was successfully used to mold prototype petri dishes.



Product quality

Safety, quality and service are at the heart of how we design, manufacture, and deliver products. We work to ensure patient and customer safety through the predictable delivery of high-quality, effective products and services. Worker safety and product performance are top priorities for us, and we develop innovative solutions in accordance with our Purpose: *advancing the world of health*™.

BD also works to drive quality and shape the external environment by informing the development of industry-wide standards through our memberships in organizations and trade associations as well as frequent engagements with regulatory agencies, including the FDA.

Inspire Quality

We're on a multi-year journey to simplify the delivery of high-quality products and services to our customers and patients in a way that values compliance, helps reduce enterprise risk, and makes it easier to do business with us. In FY 2024, BD successfully completed a comprehensive redesign, simplification, and harmonization of our Quality Management System (QMS) elements. All elements of the quality management system have been approved for implementation with targeted completion by the end of FY 2026. This initiative enhances our process, ensuring it is streamlined, robust, and maintains compliance while being uniformly applied across all business areas and regions. All BD facilities maintain a QMS designed to ensure product safety and reliability, and over 94% of all global sites hold current certifications. In FY 2025, BD teams across the globe celebrated our culture of quality as part of our annual Global Inspire Quality Week and World Quality Week, with more than 45 sites participating. This year's theme was "Advancing Quality Excellence," acknowledging the cross-functional teams who, together, create high-quality products and services our customers and patients can trust. It reflects our commitment to continuous improvement across the company and raising our standards as we bring excellence to everything we do, every day. When we all take ownership of quality, we strengthen the trust in BD that our customers and patients depend on.

Quality culture

Building and sustaining a strong quality culture is the foundation for our customers and patients. It reflects our values, our Purpose, and our commitment to delivering products they can trust.

Our focus is on Quality Excellence, Kaizen, and continuous improvement. By expanding Kaizen practices across our business processes, the Quality organization is helping us simplify how we work, solve problems faster, and strengthen performance—ultimately deepening customer confidence in everything we deliver.

Our ongoing implementation of the BD Excellence Quality Component reinforces this commitment. With customer satisfaction at its core and grounded in a zero-loss mindset, it drives us toward safer, more reliable products with no defects. It strengthens our quality management system and enables meaningful reduction of scrap, nonconformances, rework, and ultimately complaints, through deeper product and process understanding.

We continue to build our culture through annual quality training for all BD associates, along with role-specific learning that supports excellence in every function. By Advancing Quality Excellence, we are shaping a stronger, more resilient quality culture.

107 sites
ISO13485
Medical Devices QMS

21 sites
ISO9001
Quality Management Systems (QMS)

3 sites
ISO17025
Testing & calibration laboratories QMS

Quality oversight and performance monitoring

Quality excellence remains a core component of BD's corporate Key Driver Goals, and every associate plays an active role in delivering safe, reliable products to the patients and healthcare professionals who depend on us. BD tracks quarterly quality performance, and each site and business unit also conducts regular Quality Management Reviews to evaluate quality metrics, product safety trends, and improvement opportunities. Together, these practices reinforce our shared accountability for maintaining the highest standards of product quality and safety.

Across BD, we continue to strengthen data-driven decision making to identify potential quality deviations earlier and with greater precision. We are expanding the use of data analytics to empower associates to work more effectively and efficiently, enabling continuous quality improvement across the organization.

Our core value of doing what is right for patients and end users remains our top priority. We closely monitor product performance and, when necessary, make field action decisions in accordance with global regulatory requirements, including reporting instances where a device may have caused or contributed to a death or serious injury.

In FY 2020, BD launched an enterprise initiative focused on addressing the primary root causes of nonconformances with the greatest potential to result in field actions. Building on its success, in FY 2025 we expanded this focus to encompass root-cause elimination across all nonconformances. Within one year, this broader effort drove a significant reduction in our total nonconformance rate. This multiyear approach, enhanced in FY 2025 through deeper investigation and sustained corrective actions, continues to strengthen our quality systems, reduce risk, and support long-term, proactive quality management across the company.

Key quality indicators for FY 2025	
Number of FDA Class I recalls	6
Number of FDA Class II recalls	32
Number of FDA Class III recalls	3
Number of FDA warning letters received	1
Number of FDA warning letters resolved	0
Products listed in FDA MedWatch Safety Alerts	See FDA's MedWatch: The FDA Safety Information and Adverse Event Reporting Program
Number of serious injuries and deaths related to BD products	See FDA's Manufacturer and User Facility Device Experience (MAUDE)

Data for previous years can be found in the appendices.

Quality by design

In FY 2025, our Plasmid initiative, which comprises a set of technology solutions for product life cycle management, delivered several significant milestones that strengthened BD's Quality by Design foundation. These included implementation of the PEGA-Team center connection to enable direct traceability of change controls into document management and DHF updates, introduction of a new user portal with a direct connection to our online learning platform, and expansion of integration to the SAP TAH enterprise resource planning environment to ensure full end-to-end traceability from design scoping through production.

By integrating application life cycle management and product life cycle management capabilities, we ensure seamless transitions and consistency throughout the product life cycle. Moreover, this initiative will facilitate efficient quality reviews and provide streamlined access to product information and documentation, thereby enhancing the speed, quality, and compliance of product development and life cycle management. In FY 2026, our Advanced Patient Monitoring and Medication Management Solutions business units will utilize this structure and include Computer-Aided Design (CAD) and bill of materials (BOM) management capabilities within Plasmid. This will allow for digital continuity across their product lines and enable a more holistic and efficient approach to product development.

Technology solutions at our manufacturing sites

As part of our multiyear effort to improve operations and quality, we're embedding digital technologies in manufacturing. This initiative is intended to optimize performance resulting in reliable, agile, flexible, and sustainable operations; provide consistent and faster delivery of quality products to market; and engage associates in innovation and value-creation activities. In FY 2025, two new manufacturing sites completed the electronic device history record (eDHR) program and eight new sites launched eDHR, resulting in 32 sites actively using an eDHR system to reduce and eliminate paper, improve batch review and release times, and enhance production and process controls, creating greater overall efficiency. We're continuing to expand eDHR implementation, with plans to roll it out across manufacturing locations globally by FY 2028.

In addition, we plan to optimize our technology platforms to harness the power of data and analytics. We currently have initiatives to standardize data and associated data platforms to build a "digital thread," allowing us to understand data signals throughout the product life cycle to optimize our business operations.

FY 2025 EDHR SITE STATISTICS

5
Completed program

27
Actively executing program

2-4
Planned FY26 start program

8-10
Planned FY27 start program

Supplier Quality: assuring safety, compliance, and reliability

Supplier Quality is foundational to protect patients, customers, and our brand. It ensures that all supplied materials, components, and services consistently meet regulatory, quality, and performance requirements.

Through Supplier Quality, we:

- Establish and maintain clear quality and compliance expectations
- Qualify and monitor suppliers through risk-based audits, performance monitoring, and governance
- Ensure adherence to applicable regulations, standards, and contractual requirements

Identify, contain, and resolve quality issues to prevent recurrence. This disciplined approach ensures products entering our supply chain are safe, compliant, and fit for use—every time. Through the focus areas described below, BD and our suppliers collaborate to deliver superior quality to our customers and patients.

- **Partnerships with suppliers:** We foster transparent, collaborative relationships built on open communication, shared quality expectations, and aligned goals for continuous improvement.
- **Supplier performance monitoring:** BD routinely evaluates supplier performance through defined KPIs and regular assessments to identify risks, address issues early, and drive sustained improvement.
- **Supplier development:** Our Supplier Development Process (SDP) addresses significant or recurring quality challenges through direct collaboration with suppliers. As our highest level of escalation beyond standard corrective actions, SDP provides targeted training, resources, and technical expertise to strengthen supplier processes and elevate performance.
- **Production Part Approval Process (PPAP):** As part of the Inspire Quality initiative, BD has implemented PPAP globally, supported by instructor-led training for more than 1,500 associates. Aligned with the industry's best practices, PPAP clearly communicates design requirements and rigorously verifies that supplier production processes can consistently meet our quality standards.

Key benefits of **PPAP** include:

- Improved supplier communication and collaboration
- Enhanced assessment of supplier capability
- Increased product quality and consistency through rigorous validation

By focusing on these critical areas, BD's Quality and Procurement teams work together to maintain a robust supplier quality program — reducing risk, strengthening supplier capability, and promoting a culture of continuous improvement in support of our customers and patients.

Compliance and governance

BD continues to drive transparency and governance in quality and regulatory compliance by ensuring visibility to both current and emerging risks, and by engaging with industry partners to influence the external compliance environment. The Quality and Regulatory Compliance organization collaborates with cross-functional teams to identify potential improvement opportunities and supports BD businesses in preparing for regulatory inspections and third-party certifications.

In FY 2025, BD implemented the Quality Audit Transformation initiative, establishing a framework for an independent, dedicated Quality Audit team reporting into BD Corporate. This team will enhance talent capabilities, enable more robust audit outcomes through improved risk identification, and ensure timely escalation to maintain transparency. In addition, the team provides critical support in inspection readiness activities and preparation of BD sites for external audits.

	FY 2025
Number of product quality-related inspections by worldwide regulatory agencies[1]	60
Percentage with zero observations	80%
Number of FDA inspections	6
Percentage with zero observations	67%
Number of corporate audits	**101**

1 Includes health authorities, departments of agriculture, drug enforcement agencies, etc.

Corporate oversight is exercised through the Corporate Quality and Regulatory Board, which meets monthly to review enterprise-level risk, including product regulatory compliance, product quality and safety, and escalations from operational sites and business units. This enhanced governance structure reinforces accountability among leaders across Regulatory Affairs, Medical Affairs, Product Cybersecurity, Integrated Supply Chain and R&D, fostering greater transparency, proactive risk management, and shared ownership of product safety and quality.

The Board of Directors further supports the governance framework through its Quality and Regulatory Committee, which oversees matters related to regulatory affairs, regulatory compliance, product quality and safety, and product cybersecurity. The full Board also receives regular updates on product quality and patient safety risks.

Regulations

Today's global regulatory landscape is rapidly evolving as authorities work to keep pace with emerging technologies, shifting standards, and new public health challenges. At BD, our Regulatory Affairs teams ensure compliant global registrations for our products. They proactively identify and assess complex regulatory requirements, recommending actions that streamline submission processes, reduce deficiencies, and enhance overall quality.

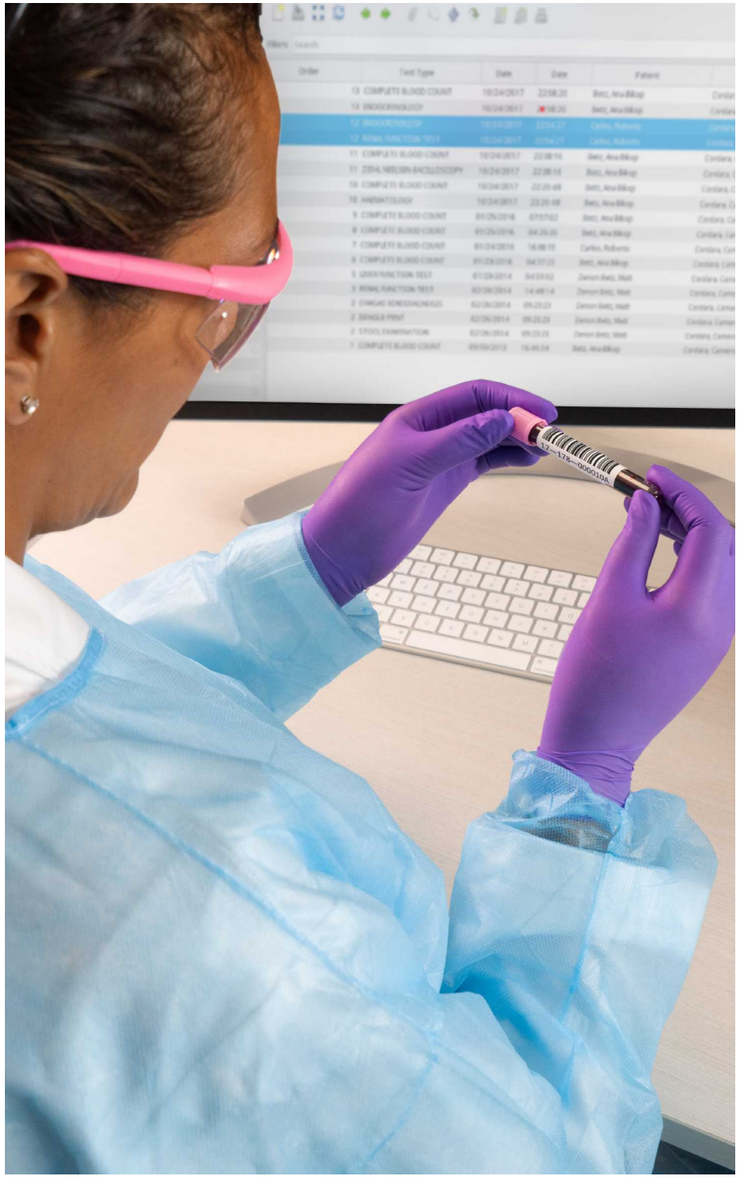
In 2025, BD launched an advanced analytics tool to deliver faster, more consistent updates on relevant regulatory and policy changes. The tool allows BD associates to access not only the source material of these policies but also provides impact assessments relevant to their work in a matter of seconds. This capability enables us to deliver high-quality, compliant products more efficiently while strengthening transparency with global regulators.

Our Regulatory Affairs teams also collaborate closely with regulatory bodies and industry leaders worldwide to help shape emerging policies. Through active participation in working groups and leadership roles in external societies, we contribute to regulatory policy development and advocacy. These efforts reinforce our alignment with Public Affairs, ensuring BD's regulatory strategy supports innovation, operational excellence, and expanded global access to health technologies. In FY 2025, the BD Regulatory Intelligence team evaluated more than 349 new regulations to determine their impact on BD and our portfolio.

Cross-functional collaboration is central to our approach. Our Regulatory Affairs team partners across the business to integrate regulatory and compliance considerations into every stage of the product life cycle. This includes maintaining legacy products, updating historical submissions, and enabling future innovation by refreshing product data with regulatory authorities. Through this work, BD continues to meet global requirements while accelerating access to life-enhancing technologies.

Enforcement actions

Although BD has implemented and continues to strengthen comprehensive programs and management systems focused on product quality, safety, and compliance, the company is periodically subject to regulatory enforcement actions. BD continues to provide evidence of completed commitments to address open actions and maintains regular communication with the FDA regarding ongoing activities to resolve any agency concerns. For a description of certain enforcement matters, see our Form 10-K and 10-Q filings, which are available on our website.



BD footprint across the US Food and Drug Administration regulatory landscape

BD delivers a wide array of innovative and quality products to meet customer needs. Over 41,500 global SKUs within the 34B+ devices produced annually.

		% of SKUs in BDX portfolio by FDA type:	Medical Essentials	Connected Care	Interventional	Bio Pharma Systems
Class I	• Considered to be safe & low risk • FDA submission not required, although other applicable standards must be met • Device must be registered with FDA • Class I products primarily at MMS and UCC	**5%**	MDS SM	MMS APM	PI Surg UCC	—
Class II	• Technologies that are well understood and in general compared to other commercially available products • Device must be registered with FDA • Clearance required 510(k) • Majority of BUs have Class II devices (Vacutainer, Bactec, Aspirex, PowerPort)	**50-60%**	MDS SM	MMS APM	PI Surg UCC	BPS
Class III	• Higher risk technologies requiring higher level of evidence for commercialization • PMA required; generally requiring clinical data • Device must be registered with FDA • Class III devices at PI and Surgery	**20-30%**	—	—	PI Surg	—
Drug and combination products	• Drug Master file required • Product must be registered with FDA • Drug & combination products at PS, Surgery, MDS and PI (Lutonix, ChloraPrep)	**<1%**	MDS	—	PI Surg UCC	BPS
RUO/LUO*	• An RUO product is in the laboratory research phase of development and is being shipped or delivered for an investigation • Labeling designates product as RUO	**<1%**	SM	—	—	—
Master File	• Common documentation file provided to Pharma customers to be referenced during their submissions • Master Files primarily at PS	**1-5%**	—	—	Surg	BPS
Non-medical device	• Limited SW applications and analytics, i.e. Synapsis' and Healthsight • Applicable standards must be met such as software development, electrical safety, and cybersecurity • Minimal product exposure, primarily at MMS	**<1%**	SM	MMS APM	UCC	—

* Research Use Only (RUO), Laboratory Use Only (LUO)
While this chart is illustrative of the BD portfolio, globally these products could be categorized slightly differently based on local regulation.
While the BD total SKU count (41,500+) is global, the classifications shown here are U.S. only.

Medical affairs

Medical Affairs is a human health-focused organization serving as the bridge between clinical practice and BD. It is staffed by a team of experts with hands-on practical experience who evaluate how our products work in clinical settings by identifying unmet medical needs, translating these insights into innovation, and defining the clinical evidence needed to demonstrate product value. Medical Affairs also communicates this evidence through conversations, publications, and presentations.

Medical Affairs oversees the safety of human subjects during research and evaluates product issues that may risk the health and well-being of people that use our products.

At the corporate level, Medical Affairs is led by the Global Medical Safety and Governance (GMS&G) organization, which operates as a dedicated, specialized, and independent medical safety function.

GMS&G maintains continuous, proactive monitoring to support consistent product safety while ensuring alignment with quality, regulatory, and ethics and compliance requirements. It's also intended to provide a neutral, objective, and independent mechanism for assessment.

Within GMS&G, Medical Quality associates oversee QMS regulatory requirements for Medical Affairs and are reshaping how the function supports quality, including the BD Inspire Quality initiative, the Corrective and Preventive Action process, and audit preparation. The Medical Affairs QMS Scorecard and Metrics Dashboard have increased organization-wide visibility and understanding of QMS-related activities, which pairs with the Culture of Quality initiative to promote a quality-focused mindset.

Clinical Quality oversees compliance for clinical studies across business units, serves as the global process owner for clinical procedures, and manages the training matrix to ensure BD associates involved in clinical studies are properly trained. Clinical Quality associates also advise study teams on the proper execution of procedures, regulations and standards, and conduct internal audits of high-risk studies and clinical sites as auditors who are independent of the study teams.

HE+OR

Health Economics and Outcomes Research (HE+OR) is the convergence of two fields that work together to provide powerful data and insights for **payers, providers, policy makers, and patients.**

Health Economics focuses on measuring and valuing the outcomes of healthcare interventions.

Outcomes Research comprises a set of scientific disciplines that evaluate the effect of healthcare interventions on patients.

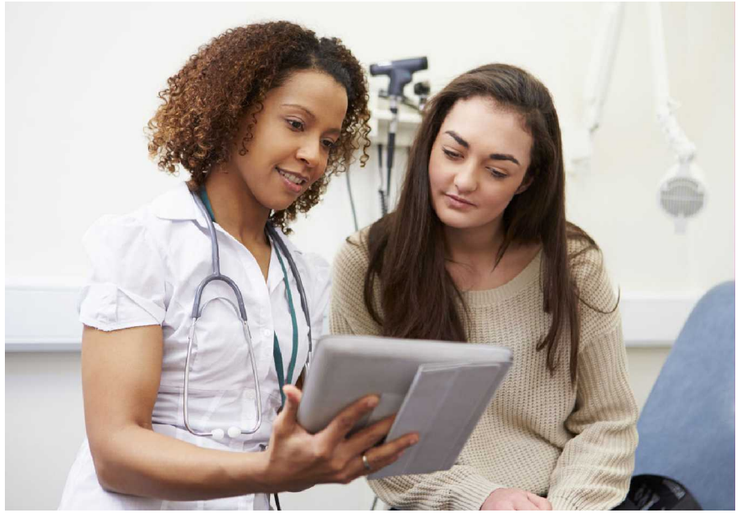
Real-World Data (RWD) are data relating to patient status and/or the delivery of healthcare routinely collected from a variety of sources.

Real-World Evidence (RWE) is the clinical evidence about the usage and potential benefits or risk of a medical product derived from analysis of RWD.

Global clinical affairs

Global Clinical Affairs (GCA), within central Medical Affairs, supports BD business units in executing clinical studies through close collaboration with Clinical Affairs regional teams and business units. Leadership across GCA and Medical Affairs reports to the executive vice president, chief medical and regulatory officer, enabling coordinated use of resources, real-world evidence and data to drive real-time adjustments in our clinical programs. This allows us to deliver our products faster, more responsibly, and in a more cost-effective way—and makes healthcare systems more sustainable overall.

GCA is responsible for ensuring clinical studies are conducted ethically and adhere to good clinical practice, so that all of our studies are approved by an independent ethics committee/institutional review board (EC/IRB). EC/IRBs are empowered to approve, modify, or stop studies as appropriate.



Approach to study design and execution

Each business team designs and executes studies, manages clinical safety, and reports adverse events during and after studies. All BD associates involved in clinical studies complete required training on our global human subject research policies.

Each study follows a formal, written monitoring plan that defines the oversight methods and their timing, including regular communication and site visits. During study monitoring, compliance with the study protocol and good clinical practice, especially when related to safety issues, is reviewed regularly through the medical record and study database for each site participant.

Each study site and its principal investigator qualify for participation by following BD's global clinical procedures. Study sites obtain voluntary informed consent from all study participants before study commencement and provide written contact information for the principal investigator and EC/IRB, encouraging participants to reach out to these contacts to raise questions or concerns.

As required per applicable laws and regulations, studies are registered in public databases such as clinicaltrials.gov. This includes information about the study protocol, clinical study sites, and, eventually, study results. Significant problems discovered during monitoring, deviations from the protocol, and necessary corrective actions are reported to the responsible EC/IRB and, when required, to the regulatory agency with jurisdiction (for example, the FDA).

BD commits to publishing the results of applicable clinical studies regardless of outcomes and provides the final statistical reports to external investigators when publishing data in peer-reviewed scientific literature. View our Clinical Trial Publication Policy on our website.

Healthcare policy and market access

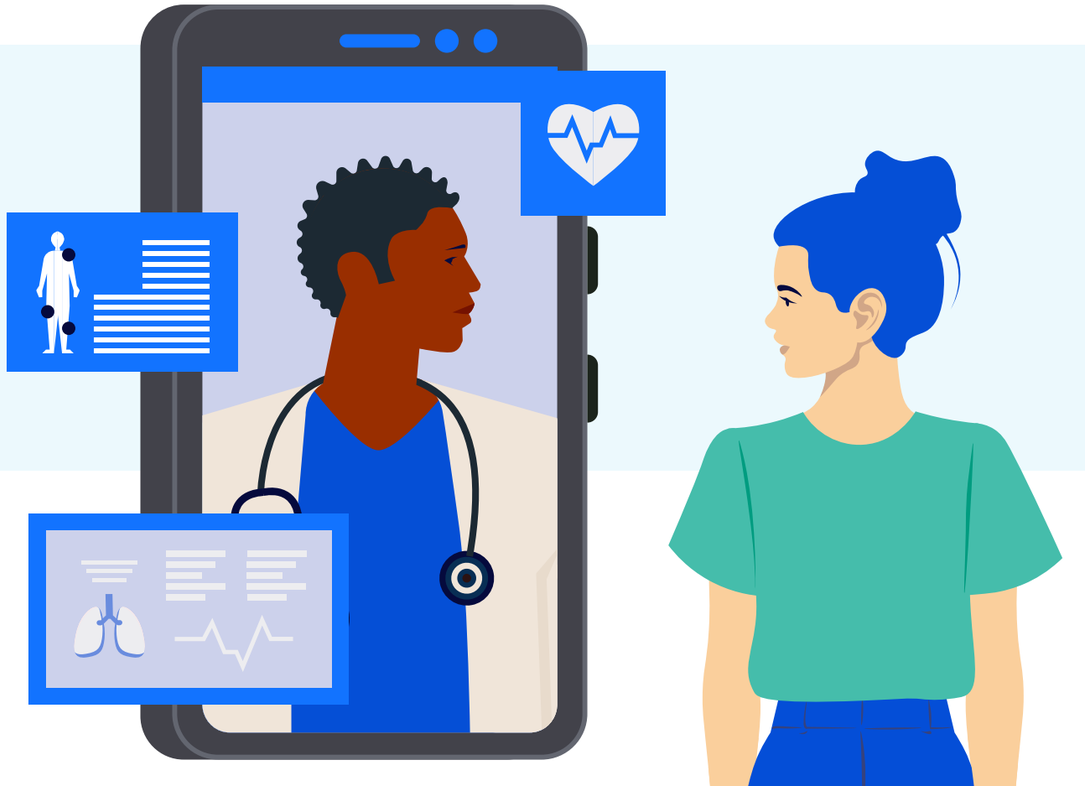
Effective coordination of healthcare policy and market access strategies is essential to ensuring that medical technologies reach patients in ways that support equitable, affordable, and sustainable care. Aligning policy expertise with access planning helps anticipate regulatory and reimbursement shifts, clarify evidence expectations, and shape the conditions that allow innovation to be adopted responsibly across diverse health systems. This coordination ensures that new technologies are evaluated and integrated in ways that strengthen outcomes, respond to real world needs, and support long-term system viability.

Market access and payment policy efforts are especially important in terms of driving affordability, defining reimbursement pathways, and working closely with payers to demonstrate how technologies improve patient outcomes. Subject matter experts within Public Affairs assess how BD solutions can meet evolving healthcare needs and engage with insurers and government programs that influence funding and quality expectations. As payers increasingly use value-based payment models that link reimbursement to measurable outcomes, these efforts support adoption practices that promote best care, enhance patient safety, reduce costs, and contribute to more resilient healthcare systems.

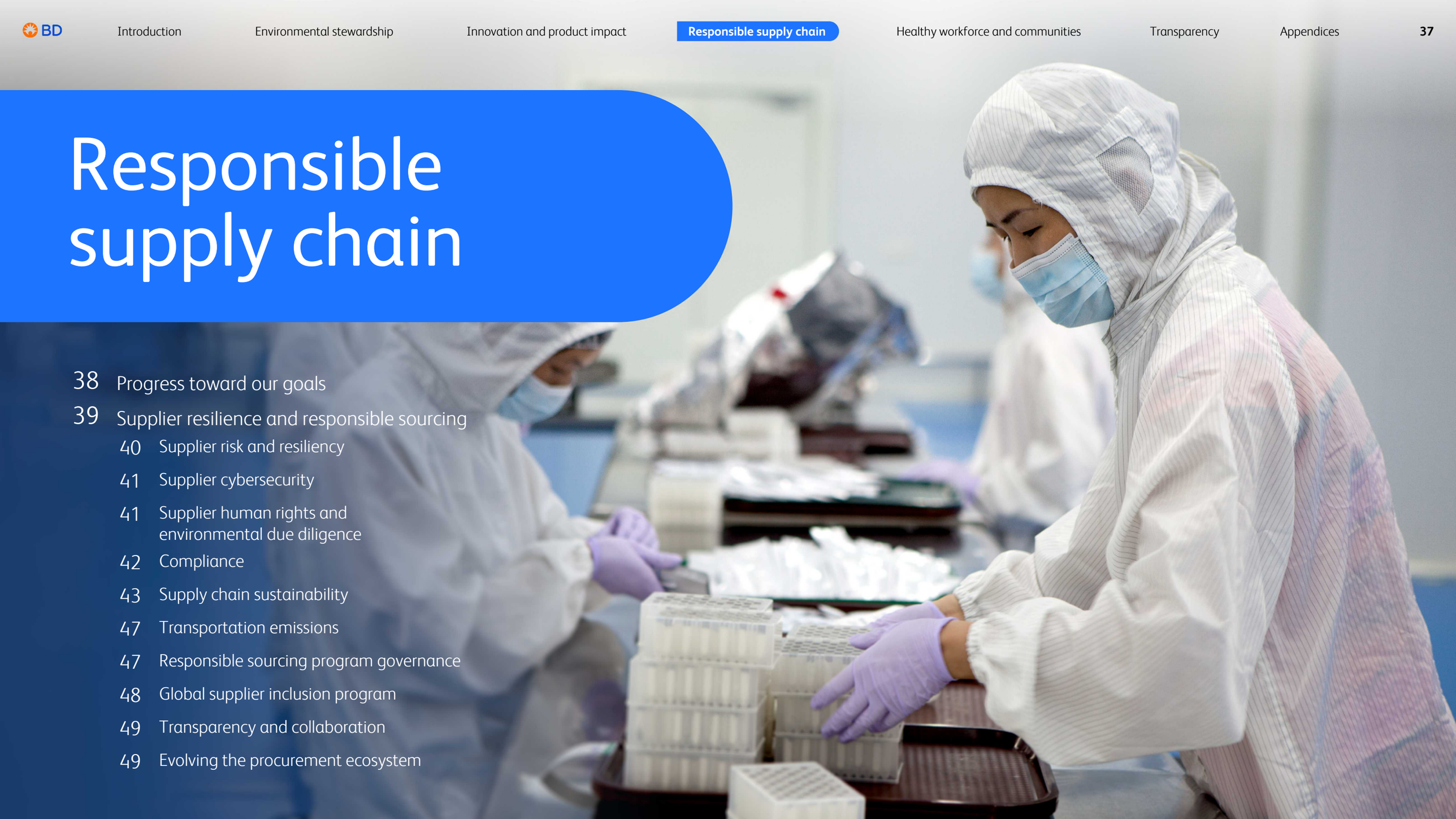
Access for Medical Technology

Includes multifaceted strategies that reduce barriers to adoption, improves affordability and is critical to ensuring patient and provider access to medical technologies.

Process requires navigating the complex landscape of economic, policy and stakeholder challenges throughout the product life cycle to Maintain, Gain, and Expand access.



Responsible supply chain



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Progress toward our goals

Our goal: Create a supply chain that's adaptable to disruption and able to contribute to strong environmental and social performance.

We will partner with strategic, preferred, and critical suppliers to evaluate Tier 2 risk by 2030.	**Current status**	BD has over 20,000 suppliers in our Tier 1 supply chain, along with 150,000 mapped Tier 2 and Tier 3 supplier locations. We're working with our strategic, preferred, and critical-to-health Tier 1 suppliers and select high-risk, sub-tier suppliers to assess and remediate known risks and potential issues in our extended supply chain and prioritize work with suppliers who are performing similar work.
We will seek to have 90% of total eligible spend reflected in completed supplier ESG desktop audits by 2025.*	**Current status**	As of the end of FY 2025, **85%** of eligible spend suppliers* had completed an assessment as part of our Human Rights and Environmental Due Diligence program. This percentage represents over 3,300 unique assessments (both direct and indirect suppliers) and, due to BD acquisitions since the target was set, also reflects an expanded scope of suppliers to be assessed from the original baseline. See details in the Supplier human rights and environmental due diligence section.
We will incorporate climate risk into supply chain and network architecture strategies.	**Current status**	Our focus is on streamlining, centralizing, and standardizing our distribution and transportation processes by minimizing air freight, filling shipping containers for all modes of transport as much as possible, and working with transportation providers on more fuel-efficient vehicles. See the Transportation emissions subsection for more information.

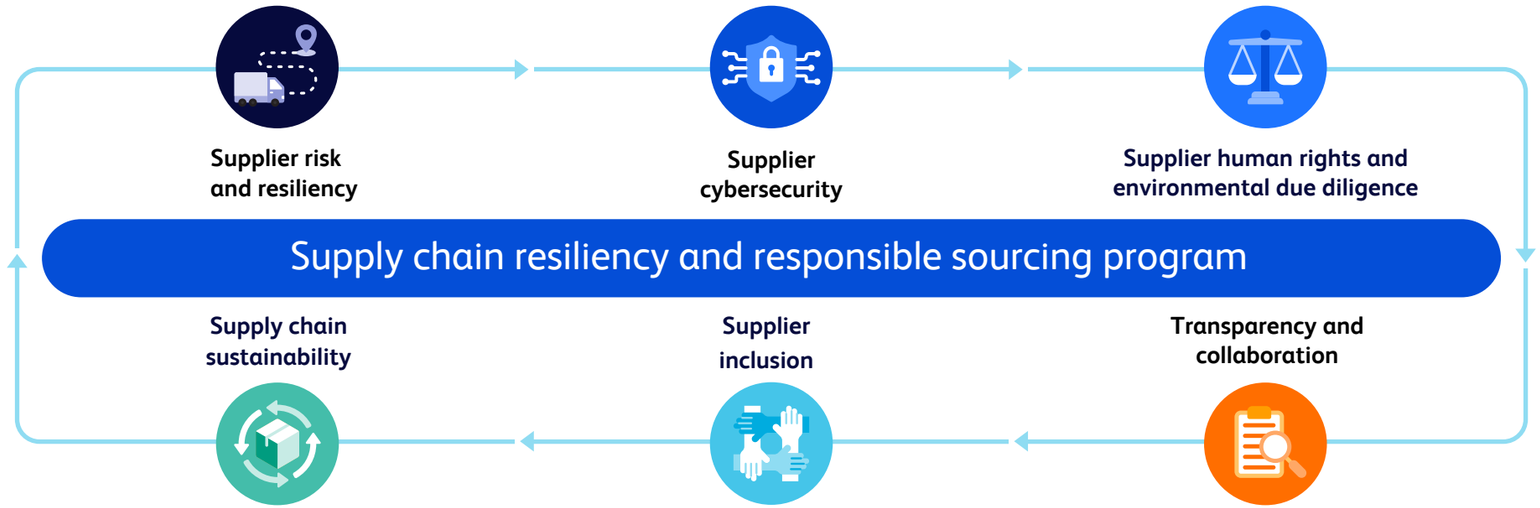
* Eligible spend is defined internally to prioritize suppliers for assessment; for instance, those that are considered strategic and critical are prioritized.

Supplier resilience and responsible sourcing

The size of our company's extensive supply chain, including Tier N suppliers (companies that supply our Tier 1 suppliers), has potential for positive and negative impacts on key sustainability issues. Our Supplier Resiliency and Responsible Sourcing program helps us manage supplier relationships to minimize risks and collectively enhance our sustainability performance. By engaging suppliers collaboratively, we find new solutions, reduce negative impacts, avoid risk, and meet compliance requirements. We create shared value and strengthen relationships with our customers and supplier partners that positively impact our business, society, and the planet.

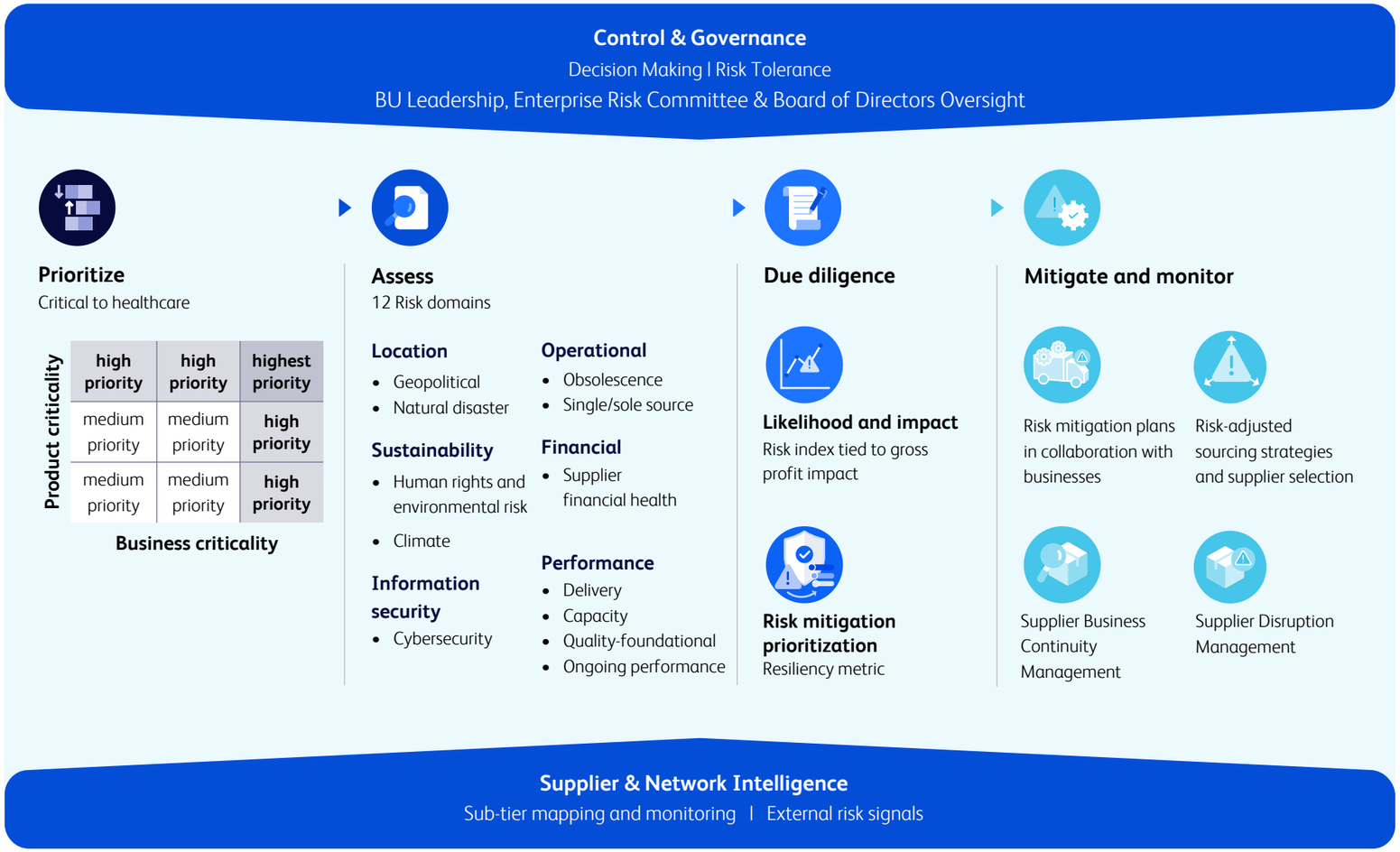
Our work is driven by increasing customer and investor interest in human rights, risk, resiliency, and environmental practices, as well as the compliance and regulatory requirements necessary for conducting business globally. Customers seek transparency regarding our human rights and environmental practices and progress towards our science-based targets. Shareholders expect strong risk management across our Tier N supply chain. With growing country-specific or regional supply chain due diligence requirements, this work continues to expand and remains a long-term priority. Our Supplier Resiliency and Responsible Sourcing program incorporates six key focus areas: supply chain resiliency, supplier cybersecurity, supplier human rights and environmental due diligence, supply chain sustainability, supplier inclusion, and end-to-end transparency. These focus areas aim to both address global challenges that impact our suppliers, associates, customers, and the communities where we live and work as well as create opportunities for these same stakeholders.

We have built these requirements into the procurement ecosystem, equipping our procurement teams with the data they need to integrate these important focus areas into day-to-day procurement operations, including our RFP process, onboarding, contracts, supplier selection, and supplier relationship management.



Supplier risk and resiliency

The BD Supplier Resiliency Program is a framework designed to improve resiliency across Tier N supply chains for all BD products deemed critical to health and business. This work is accomplished by establishing strong cross business and supplier partnerships and by the effective identification and mitigation of existing and emerging risks in areas such as cybersecurity, sustainability, regulatory, logistical, supply chain, financial, and geopolitical factors. These efforts ensure our ability to deliver life-saving medical product lines, enhance patient outcomes, lower costs, increase efficiencies, and improve safety for patients in more than 180 countries.



We continuously enhance and evolve this program to align with the needs of the business and our customers. Recent improvements include:

- Transforming our risk model to measure and monitor the annual improvement of the BDX product portfolio, as well as increasing the precision of our impact analysis at the supply point, which was achieved through evaluating the supply base's recovery durations during a disruption event against our emergency inventories surviving the incident, while simultaneously taking into account our ability to switch these sources of supply.
- Implementing increased rigor in our governance structures by enhancing oversight and improving the visibility of our businesses' multiyear risk mitigation pipelines.
- Continuing our efforts to reduce risk, broadening the supplier base within the BD risk model, ensuring the critical-to-health product lines receive necessary mitigation, and monitoring a wide range of risk factors; we leverage advanced technology to strengthen the BD risk model, supplier incident management response, and Tier N sub-supply base mapping, and, in the past year, completed hundreds of Tier 1 risk mitigation projects and built a robust multiyear roadmap to further reduce internal, external, and financial risks for critical healthcare products.

Our company's visibility into our Tier N supply chains is a notable strength enabling quicker assessments, response and recovery on critical events, and reduced disruptions. This insight also uncovers potential modern slavery risks and further informs our network strategy, helping to optimize supply chains with climate risk in mind. We've integrated weather and natural disaster intelligence into risk notifications and environmental sustainability scores, which enhances our location risk assessments. The BD Supplier Resiliency program continues to invest in our Supplier Business Continuity Planning (BCP) capabilities to further incorporate supplier incident recovery durations to more precisely inform our business impact analysis.

These efforts—as well as our extended peer connections, government engagements, university and industry collaborations, and customer engagement including membership in the Healthcare Industry Resilience Collaboration (HIRC) and Strategic Marketplace Initiative (SMI)—reflect BD's commitment to working together.

Supplier cybersecurity

BD employs a comprehensive approach to managing third-party risk, designed to ensure that cyber controls are present from selection through end-of-life. We regularly update inherent risk models and leverage external third-party vulnerability assessments while continuously monitoring to prioritize and remediate supplier risk. Our program, which is aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) 2.0, uses a risk-based approach to partner with suppliers to remediate vulnerabilities above risk thresholds and investigate threat intelligence, including dark-web monitoring and controls for critical fourth-party service providers. Contractual terms and technical controls are audited and refreshed regularly. The Third-Party Risk Management (TPRM) team partners closely with our security operations center to utilize third-party incident playbooks and ensure prompt containment of third-party incidents. Ongoing governance and monitoring of the TPRM program is jointly managed by our Cybersecurity and Digital Risk Management and Global Procurement teams, with corporate oversight from Enterprise Risk and Integrated Supply Chain.

Third-Party Cybersecurity Risk Management Program				
Identify	**Protect**	**Detect**	**Respond/Recover**	**Monitor**
Risk Assessment	**Controls** (Policies, Procedures, Legal Contracts, Technical)	**Detection**	**Remediation & Response**	**Continuous Monitoring***
Governance and Training				
Industry Standard Frameworks (NIST 800-161r5, CSF 2.0, ISO)				

* Via a third-party Continuous Cyber Monitoring platform

Supplier human rights and environmental due diligence

BD implements a rigorous Supplier Human Rights and Environmental Due Diligence (HREDD) program with the intention of identifying and addressing risk in our supply chain across direct (materials) and indirect (services and equipment) suppliers. We regularly evaluate this program for effectiveness and make improvements as best practice and external compliance obligations evolve.

Ongoing supplier assessments

We use our Expectations for Suppliers to set minimum standards, and various third-party tools to evaluate supplier human rights and environmental risk commitments and capabilities. We apply a geographic and/or industry risk assessment to prioritize Tier 1 suppliers for desktop assessments.

Any Tier 1 suppliers identified through this process as representing higher risk for human rights or environmental issues are assigned corrective and/or preventative actions. BD then works with these suppliers to support implementation. This risk-based approach allows us to assign preventative actions to improve supplier practices before non-compliance occurs and factors into supplier audit site selection. Supplier audits are followed up with in-depth corrective actions or remediation efforts as needed.

BD suppliers are expected to comply with the various human rights, environmental, governance, and ethics related standards (among others) found in the BD Expectations for Suppliers, which is updated regularly to align with changing practices. Suppliers are trained on each update and contractual compliance with this document is embedded in all supplier contracts and PO terms, and is confirmed during supplier on-boarding.

Prioritize

BD uses third-party tools and internal analysis to evaluate risk across our supply chain. We prioritize suppliers for deeper due diligence efforts based on our initial risk-based analysis. At the same time we are implementing targeted supply chain mapping to understand and address risk further down in our supply chain.

Mitigate

As BD identifies supplier practices that should be improved, we assign corrective or preventative actions and work with the suppliers to reduce risk.

Assess

Third-party assessments (a mix of desktop assessments, and on-site audits) are used to better understand supplier preparedness to address these identified risks.

In FY 2025, BD reached an important milestone by assessing 85 % of spend among our prioritized suppliers via desktop assessment. While this metric falls just short of the 90 % target we set at the start of our assessment program more than five years ago, it covers both direct materials and indirect services suppliers, as well as a significantly modified supply base due to the addition of BD-acquired new businesses. It also includes a changing focus—from spend as a driver of our program, to prioritization for assessments based on criticality to BD, industry, location, and other risk factors.

85 %
of spend assessed by desktop audit

3,397
desktop and on-site assessments completed by end of FY 2025

1/4
of high-risk suppliers have successfully mitigated risk through preventative and corrective actions and were reassessed at lower risk (other suppliers are actively working to reduce risk through assigned actions)

Over 7,000
BD associates trained annually on how to identify and report supply chain human rights issues / modern slavery

Tier N mapping for HREDD risk

We have been actively mapping and evaluating risk within our Tier-N supply chain for a number of years; this effort provides us with a better understanding of where risk may sit across our supply chain and ensures compliance with growing compliance requirements that extend beyond Tier 1. A greater understanding of our complex supplier network allows us to better manage potential risk.

When a possible risk is identified in our Tier N supply chain, we engage our Tier 1 suppliers to validate the risk and its extent. We then develop an action plan to mitigate or eliminate the risk. This approach is an important step in addressing complex global supplier networks and evolving risk in the future.

Compliance

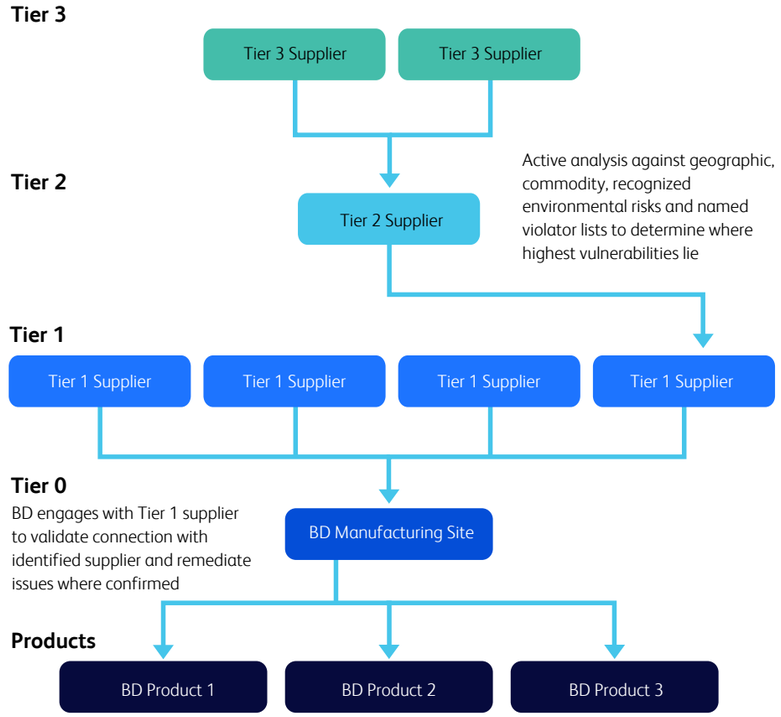
BD maintains a rigorous approach to supply chain compliance, designed to ensure that our global network of suppliers operates in alignment with our standards for ethics, human rights, and environmental stewardship in addition to responding to changing regulatory requirements. Our compliance foundation lies in our existing programs, systematic supplier desktop assessments, human rights and environmental due diligence processes, and ongoing monitoring of supplier cybersecurity and resiliency risks. We modify our approach as compliance requirements evolve.

As detailed in the transparency section, BD is already working to ensure compliance with the EU Corporate Sustainability Due Diligence Directive (CSDDD) requirements, which will introduce more stringent supplier due diligence expectations. The BD Responsible Sourcing team collaborates across BD to support best practices and ensure cohesive compliance with these evolving requirements.

BD is also preparing for compliance with other evolving regulatory requirements, including the EU Deforestation Regulation (EUDR), which will require enhanced traceability and due diligence processes for regulated commodities when implemented. BD continues to elevate expectations for supplier transparency and accountability across all tiers. By integrating cross-functional expertise from Responsible Sourcing, Trade Compliance, Product Stewardship, and Sustainability, we seek to adapt to evolving global regulations and emerging risks—ensuring that compliance is not only a requirement, but a driver of resilient growth, responsible innovation, and trusted performance across our value chain.

Supply chain mapping enables resilience

We build supply chain visibility across our Tier N by mapping our wider supply network and proactively engaging to reduce vulnerabilities within our supply chain. The below image is a representation of a typical MedTech supply chain. BD has invested in mapping our Tier N supply chain, starting with our Critical-to-Healthcare products. Once suppliers are mapped across Tier N, we engage with our Tier 1 suppliers to validate mapping connections and prevent or remediate issues as they are identified. By mapping our supply chain we can identify potential issues as they arise, and mitigate before they cause harm.



[1] Data Sources
- Trade intelligence: Proprietary trade data analysis that uncovers supplier relationships beyond direct Tier 1 connections
- Shipment tracking: Advanced shipment data analysis that reveals material flows and dependencies across your supply chain
- Geo-positional insights: Specialized data that helps uncover intra-country or trade-zone connections (e.g., within the European Union) typically missed by traditional methods

Supply chain sustainability

We are actively implementing projects and programs across our global supply chain to reduce emissions—including within procurement and in our transportation efforts.

Emissions associated with procurement

The largest categories of BD Scope 3 emissions are Category 1 – Purchased Goods and Services—and Category 2 – Capital Goods, representing 38% of our overall GHG emissions. Our short-term Science Based target is that 75% of our customers and suppliers by emissions set science-based aligned targets by 2028. In order to reduce BD's Scope 3 emissions, we remain focused on our two-part strategy:

1 Supplier engagement

Encourage suppliers to advance their emissions maturity and reduction efforts—aiming for suppliers to set and reduce emissions in line with science-based target guidance.

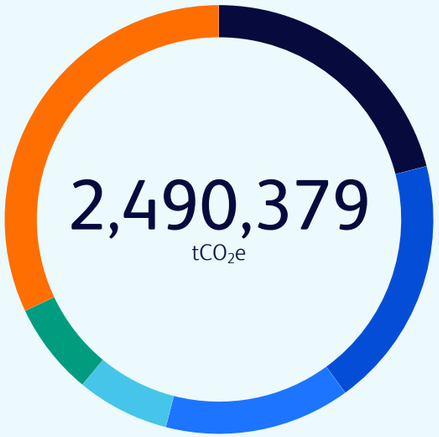
Our primary focus is on encouraging our highest-emitting suppliers to achieve meaningful emissions reductions by setting and actively pursuing science-based targets, while also improving the transparency and accuracy of our data. We are actively supporting suppliers in this effort through training, sharing tools and resources, and collaborating across peer networks such as PSCI, Scope 3 Peer Group, CHARME (Collaborative for Healthcare Action to Reduce MedTech Emissions), and others. This includes targeted outreach to suppliers who qualify as a small business.

In FY 2025, we further embedded our emissions strategy across our highest-impact categories, aligning category management, sourcing decisions, and supplier collaboration with enterprise climate priorities.

2 Material decarbonization

Collaborate with suppliers and internal stakeholders to identify and implement procurement-related opportunities for decarbonization, such as adopting renewable energy, identifying lower carbon materials and services, and supporting internal emissions reduction projects.

Category 1 & 2 emissions breakdown by procurement category



Resins	21%
Plastic components	17%
Packaging	13%
Chemicals	8%
Rubber	7%
Others	34%

Supplier engagement and collaboration

Our top ~500 suppliers account for 80% of our emissions related to Categories 1 and 2. Although many have sustainability programs, broader adoption of science-based targets by these suppliers will significantly reduce our procurement-related emissions. As suppliers engage their own upstream partners, the ripple effect can extend across the industry, multiplying global emissions reductions.

In FY 2025, we further strengthened our Supplier Climate Action program to accelerate progress toward our public targets. Our team actively works to engage suppliers, regardless of their emissions maturity. We engage suppliers through a structured four-step model that encourages them to:

- Measure and submit annual carbon emissions data to BD through our approved third-party tools (suppliers may contact BDResponsibleSourcing@bd.com for details)
- Align key performance indicators with science-based targets to support emissions reduction efforts
- Identify opportunities to reduce energy use, increase renewable energy consumption, and collaborate with BD on emissions-reduction initiatives
- Leverage BD's internal and external resources to advance emissions maturity and build long-term capability

In FY 2025, we introduced supplier sustainability targets for category teams overseeing our highest-emitting categories, with progress tracked regularly and incorporated into annual performance evaluations.

Supplier Engagement Leader CDP 2025

Our supplier engagement approach was externally recognized in FY 2025, with BD named to CDP's Supplier Engagement Leaderboard, highlighting the strength of our governance, target-setting, and transparent supplier collaboration.

BD supplier emissions maturity model

As we engage the highest-emitting suppliers, we better understand their maturity on emissions tracking and reductions. BD is committed to supporting supplier efforts to increase maturity level.

STAGE 5

Leading — Demonstrating best practice. Have ambitious SBTi-approved or -aligned targets.

STAGE 4

Committed — Committed to setting science-based targets.

STAGE 3

Developing — Developing data management systems. Have some targets in place.

STAGE 2

Early stage — Supporting basic sharing requests. No targets in place.

STAGE 1

No data — No data available or not shared yet.

Suppliers are asked to increase emissions maturity over time.

FY 2025 SCOPE 3 CATEGORIES 1 & 2

Our emissions for our purchased goods & services and capital goods were

2,490,379

tCO_2e for FY25

FY25 SUPPLIER ENGAGEMENT ON EMISSIONS

86%

of suppliers by emissions mapped to our maturity model.

54%

of suppliers by emissions have GHG reduction targets in place.

35%

of suppliers by emissions have provided us with supplier-specific emissions data.

Suppliers who want to learn more about how they can share their emissions and reduction targets with BD, understand how they can start to reduce emissions, or engage further with BD on this topic can reach out to BDResponsibleSourcing@bd.com.

SUPPLIERS ARE ASKED TO START THEIR JOURNEY TOWARDS SETTING SCIENCE-BASED TARGETS

Start measuring

Develop an emissions baseline including Scope 3 by 2025.

Disclose data

BD requests annual disclosure of site-specific emissions data for BD products to support accurate accounting and progress toward shared climate goals.

Set science-based targets

Set near-term science-based targets or SBTi-aligned targets by 2028.

Reduce emissions

BD expects suppliers to transition to renewable energy in the manufacture of BD products by 2030 and encourages partners to share innovative solutions that can help further reduce emissions across our value chain.

As a result of our engagement efforts,

~40%

of our suppliers by emissions have now committed to or already have set science based aligned targets.

Supplier training and resources on emissions

BD asks suppliers to make commitments and upskill their programs to meet them. Our supplier engagement program identifies which actions suppliers are more likely to pursue and where they might need support. Our supplier capacity-building efforts include tailored 1:1 training sessions that connect suppliers with BD subject matter experts to help with their specific challenges. BD also provides access to a comprehensive Supplier Resource Hub featuring our expanded Supplier Sustainability Transformation Guidebook and Responsible Sourcing Toolkit, which offer practical guidance and free resources to help suppliers strengthen their sustainability practices.

Building on the momentum of the BD Supplier Climate Action Summit in FY 2024, we collaborated with Pharmaceutical Supply Chain Initiative (PSCI) member companies in FY 2025 to co-organize an industry-wide climate summit. This joint forum convened PSCI members and their suppliers to advance collective action on value-chain decarbonization, with a focus on setting science-based targets and data improvement. This collaboration supports more consistent climate action across the pharmaceutical, biotech, and medical technology supply chain.

Participation in PSCI is free for BD suppliers, who can sign up here and access the summit recordings and a broad range of trainings. BD also collaborated with PSCI members to establish a dedicated supplier climate helpdesk, providing PSCI suppliers with technical support related to GHG accounting and Science Based Targets.

PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
Building responsible supply chains

BD is a proud member of the Pharmaceutical Supply Chain Initiative (PSCI). Through Membership, we work collaboratively with peer companies to magnify our impact across our supply chains in areas such as human rights, emissions reductions and governance. We encourage our suppliers to join this network for free to have access to training, webinars and toolkits. More information is at pscinitiative.org.

Supplier sustainability kaizen events

BD also supports supplier emission reductions through the Supplier Excellence mindset, in alignment with the BD Excellence model detailed in the introduction of this report. Building on the success of last year's initial sustainability kaizen events, BD significantly expanded the initiative, with an emphasis on engaging high-emitting and low-maturity suppliers. Our Sustainability and Responsible Sourcing teams spent time directly on supplier manufacturing floors to co-develop emissions reduction opportunities tailored to each facility at no cost to the supplier. Most identified opportunities require minimal or no financial investment and yet have the potential to deliver meaningful environmental benefits and cost savings. The insights gained through this year's expanded program will further enable us to refine our approach and better support our supply base in the years ahead.

BD supplier recognition on climate action

BD Supplier Excellence Awards recognize suppliers in key categories that are partnering with BD to positively impact our goals.

In the sustainability leadership award category, this year's recipient is Mora, a plastics supplier that has a 40-year partnership with BD. Mora has demonstrated significant commitment to sustainability by reducing emissions, transitioning to renewable energy sources, reducing water consumption and implementing circularity practices in their manufacturing processes – all of which are detailed in the latest Mora sustainability report. In addition to these wins, they have also engaged with BD to identify further reductions (see last year's Sustainability Report section on supplier sustainability kaizens) by being one of the first BioPharmaceutical Suppliers engaging in a Kaizen event and have taken significant steps toward setting science-based targets.

MORA Group

Scope 3, Categories 1 & 2 data improvement

To improve the accuracy and reliability of our Scope 3 emissions data, we transitioned from spend-based estimates to more precise primary inputs, such as activity-based and supplier-specific data for key materials and suppliers. As a result, half of our Category 1 emissions are now calculated using improved primary inputs and weight information. Following these enhancements, we recalculated and restated our FY 2021 baseline to ensure consistency and comparability. Restating the baseline strengthens the integrity of our reporting and provides a robust foundation for tracking future emissions performance as methodologies continue to evolve.

As a result, our FY 2021 Scope 3, Category 1 & 2 emissions have decreased by 21 % compared to the original published baseline.

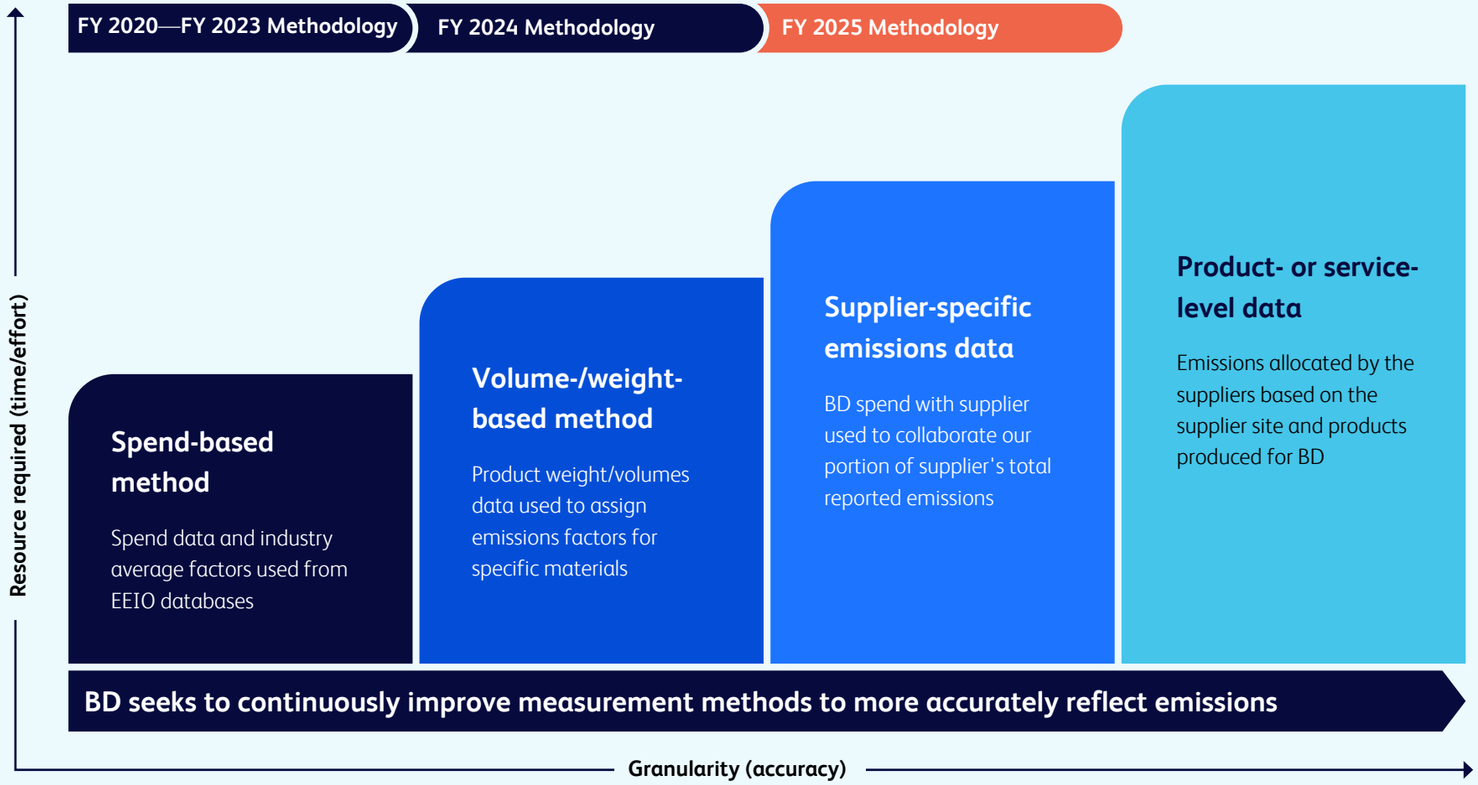
Looking ahead, we will continue this effort by working with high-maturity suppliers to collect primary, product-level emissions data.

Procurement enabled data improvements led to primary data (supplier + volume/weights) representing

60 %

of our FY 2025 Category 1 and 2 emissions, with majority driven by supplier information

BD's path to improved emissions measurement (Scope 3, Categories 1 and 2)



* Calculations for Scope 3, Categories 1 and 2

Material decarbonization

BD is also pursuing emissions decarbonization by identifying innovative solutions, piloting new technologies and processes, and supporting strong supplier relationships as critical steps in our efforts. Internally, we've focused on building a pipeline of projects that may reduce emissions and embedding decarbonization and SBT criteria into our contracting and end-to-end procurement processes. Optimizing material requirements allows us to buy less, choose different materials, and implement a Design for Sustainability mindset. The Responsible Sourcing team continues to target our top-emitting material categories, like plastic components, packaging and resins, to drive efforts toward emissions reduction.

DECARBONIZATION CASE STUDY: SUPPLIER DSM-FIRMENICH DRIVES EMISSIONS REDUCTION IN BD CATHETERS

BD seeks to work with suppliers who are actively pursuing more sustainable solutions for their products. One such example is with industrial materials supplier DSM-Firmenich, who provides BD with bio-based UHMWPE fiber (Ulteeva Purity™) for our fiber-based catheters. Made from International Sustainability and Carbon Certification (ISCC)-certified bio-based feedstocks, it is produced with 100 % renewable electricity and represents an **~80% reduction in the component's embedded carbon footprint**[1] compared to its previous version. Fiber is a small component in the overall BD catheter, but changes that impact material sustainability, no matter how small the component, add up. While this change in material is minor for these catheters, it speaks to the wider effort between BD and our suppliers to deliver carbon reductions at the component level and reduce emissions overall.

[1] The carbon reduction estimate is based on an indicative life-cycle assessment (LCA) of the data available to the supplier. A full LCA of the previous vs. current version of the product has not been conducted.

Our sourcing teams are working collaboratively with SMTI and R&D associates to reduce emissions. We share supplier maturity/engagement through a Responsible Sourcing preferred supplier list.

Transportation emissions

Our products are marketed and distributed in the U.S. and internationally through independent channels and directly to healthcare facilities. In the U.S., we work with acute care, nonacute care, laboratory, and drug wholesale distributors. Internationally, we distribute either directly or through partners, depending on the country. To serve our customers, optimize logistics, lower storage costs, and reduce inventory levels of finished goods, we operate consolidated distribution facilities around the world. Due to the scope and scale of these networks, transportation and distribution represent a significant Scope 3 emissions category for us.

In recent years, we have advanced efforts to streamline and standardize distribution and transportation by:

- Increasing use of sea freight for products with longer shelf lives
- Reducing travel distances by shipping directly from plants to final destinations
- Establishing governance models for air freight and network design
- Maximizing shipping container fill rates
- Reassessing distribution center locations to minimize shipping mileage
- Converting packaging materials used for transporting temperature-sensitive products, which can result in a 45 % reduction in transportation CO_2e emissions for those materials
- Engaging our transportation partners to encourage the use of more fuel-efficient, sustainable vessels and trucks, such as employing electric vehicles to move our products in Brazil

Responsible sourcing program governance

Our Responsible Sourcing Operating Committee guides and facilitates our sustainability efforts in procurement. Key focus areas of this committee's work include overseeing HREDD in our supply chain, reducing emissions, sourcing alternative and more sustainable materials, and reducing other risks across our supply base. The committee is sponsored by the chief procurement officer as well as the chief sustainability and EHS officer and comprises subject matter experts from across the company, including the central Procurement leadership team, associate general counsel regulatory law (EHS), the central Sustainability team, and the Ethics and Compliance team.

For more information, see the BD.com page dedicated to suppliers.

Global supplier inclusion program

In its 18th year, our Global Supplier Inclusion Program continued its reach by expanding globally, launching the Supplier Tier II Program, and increasing external industry and NGO engagement. Our program seeks to create an inclusive purchasing ecosystem within BD, leveraging the strengths of small and inclusive suppliers, in compliance with law. Our program empowers BD to deliver innovative solutions in an ethically, environmentally, and socially sustainable way, and supports economic impact development enabling BD to make meaningful contributions to the health and well-being of communities where our associates, customers, and patients live and work, in all cases, in accordance with applicable laws in the various jurisdictions in which we operate.

This program remains an integral part of our business strategy and continues to leverage the unique perspectives and capabilities of our small and inclusive suppliers to drive innovation, enhance competitiveness, and create sustainable value for all stakeholders involved. BD strives to make a community-level impact by fostering economic and societal inclusion.

In FY 2025, we continued to deploy our program strategy by expanding globally, starting with the UK. We focused on building a pipeline of UK-based small and medium enterprises (SMEs) and created goals for 2026 that will enable us to tap into a broader, more inclusive supplier ecosystem. We continued our commitments and relationships with non-governmental organizations, industry groups, and various strategic BD customers by leading panel discussions, roundtables, and matchmaker events. These partnerships continue to expand our sourcing capabilities, add value, and create economic impact in the communities we serve.

This past year, Anisha Jackson, Sr. Manager of Supplier Inclusion, was named one of the "15 Trailblazing Women Redefining Excellence in Supplier Engagement" by *Supplier Today Magazine* honoring women who are transforming supplier relationships into engines of innovation, equity, and sustainability across industries. This honor is a testament to Anisha's leadership in building a global inclusive supplier ecosystem that reflects BD's values and commitment to economic inclusion and BD's collective efforts to build resilient, inclusive supply chains.

Anisha Jackson and Gilberto Aragon, BD Global Supplier Inclusion Team, WEConnect International Conference, New Orleans, LA | June 2025

Economic impact

BD values measuring the economic impact of our work on local and national economies. Partnering with inclusive and small businesses benefits these businesses, BD, our customers, and patient communities. For the fifth consecutive year, BD has quantified how our spending boosts supplier revenue and job creation in the communities we serve, and publishes the results in our Economic Impact Report. BD supported 7,335 jobs and generated a total economic impact of $1.98 billion in 2025. In addition, BD spent $762 million with a range of small and inclusive businesses across the United States including Puerto Rico.

Recognizing and elevating small businesses

As part of BD's annual Supplier Recognition Program, BD recognized Total Transportation Logistics (TTL) with the 2025 Small & Inclusive Business Impact Award. A certified disability-owned small business, TTL provides enterprise-scale logistics support across critical BD programs, combining disciplined execution with agility and responsiveness. TTL was recognized for its consistent reliability, flexibility in meeting evolving transportation needs, and close collaboration with BD teams to support supply continuity in customer-facing operations. Supplier recognition plays an important role in elevating small and inclusive businesses by increasing visibility, reinforcing credibility, and enabling continued investment in capability and growth. This award reflects BD's commitment to building an inclusive and resilient supply base by partnering with small and diverse suppliers that deliver meaningful operational value.

TTL Inc
TOTAL TRANSPORTATION LOGISTICS
INCORPORATED

Transparency and collaboration

At BD, we recognize that achieving transparency across the entire value chain, from Tier N suppliers to external stakeholders and customers, is crucial for making healthcare supply chains more resilient. We share business-critical insights with suppliers and customers, including potential implications of geopolitical, financial, and other key threats. We invest in and support our suppliers in improving their financial health, cybersecurity, human rights, and environmental practices, including no-cost cyber risk assessments and remediation playbooks to proactively address cyber threats. We also engage with healthcare customers globally on supply chain resiliency and collaboration opportunities and continue to strengthen partnerships with government agencies, industry organizations, and suppliers for improved patient outcomes and a resilient supply chain. BD also engages actively with many industry collaboratives, including the Healthcare Industry Resilience Collaborative (HIRC).

For the third consecutive year, BD has earned the HIRC Transparency badge for our commitment to supply chain transparency.

BD also earned the 2025 HIRC "Diamond" Resiliency Badge for the UCC and Surgery Business, which recognizes our commitment to supporting patient care continuity through a resilient, transparent, and reliable supply chain. BD was the first in the medical device market to earn HIRC Diamond Status in every supply chain resiliency domain.

Evolving the procurement ecosystem

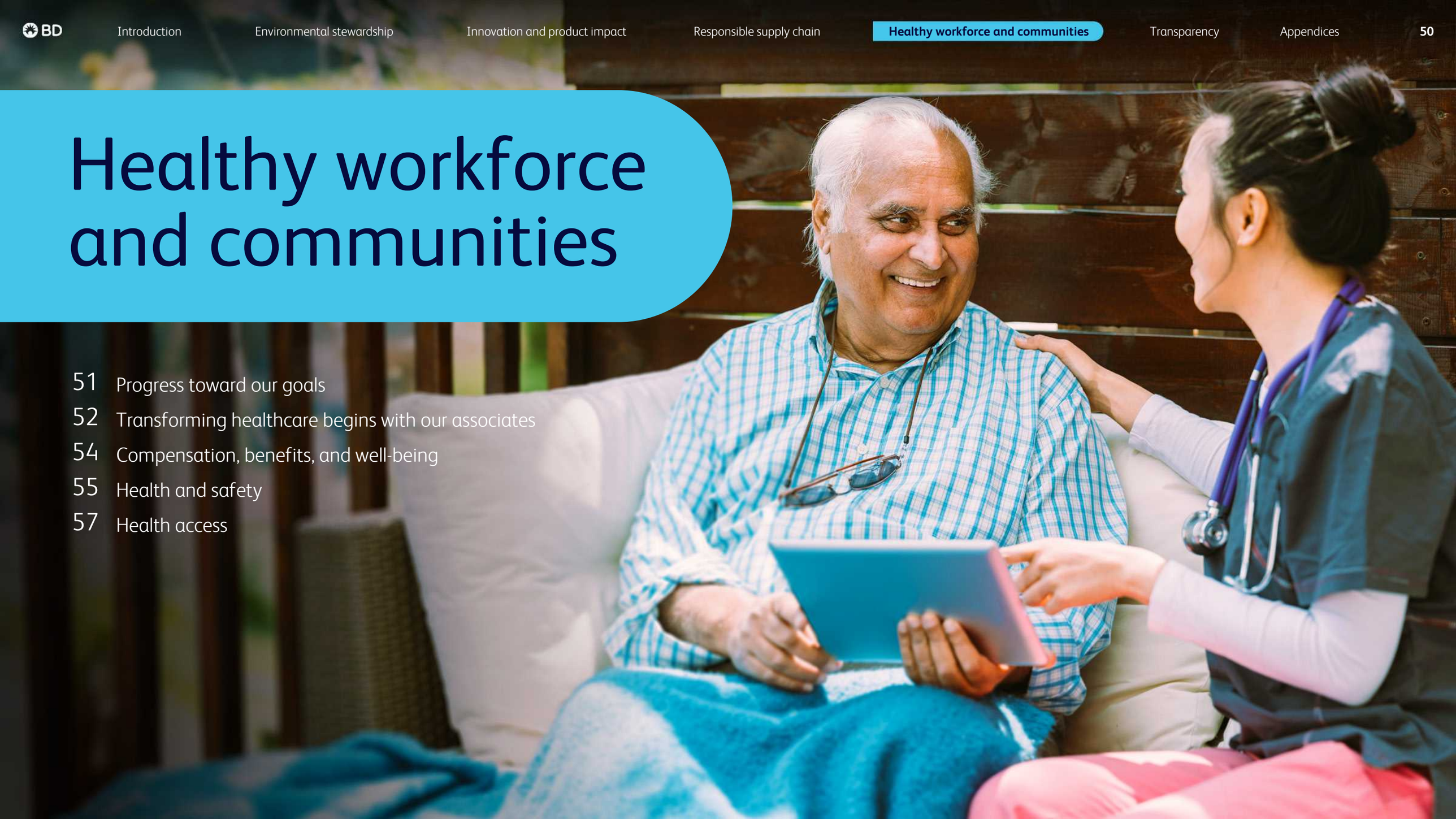
The BD procurement ecosystem encompasses every stage of a supplier's journey with BD. As our Supply Chain Resiliency and Responsible Sourcing programs continue to evolve, we actively seek to build these programs into the existing supplier management processes.

Over the past year this work has continued and includes:

- Consideration of sustainability performance in **all new procurement globally** (weighting of **10%** in supplier scoring)
- Ongoing participation in **business continuity, health,** and **incident management responsiveness**
- Updates to the **BD Expectations for Suppliers** to continue to align with best practice
- Continued **evolution of responsible business-related language** in all supply and service agreements and all purchase order terms with suppliers

We continue to evolve this ecosystem to better align with our supplier standards and expectations and to better equip our Procurement teams with relevant and timely information about their suppliers.

Healthy workforce and communities



51 Progress toward our goals
52 Transforming healthcare begins with our associates
54 Compensation, benefits, and well-being
55 Health and safety
57 Health access

Progress toward our goals

Our goal: Maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being and contributes to advancing accessible health around the world.

We will provide the tools and resources needed to support physical, mental, social and financial health for our associates' safety and well-being.

Current status

Our Total Rewards program includes compensation, incentive pay, benefits, recognition, life balance, career, and mental health components. Benefits and programs vary by country. For the 2025 benefit plan year, we implemented several new benefit programs, as well as some benefit enhancements for our U.S. associates, including:

- **Personalized, holistic obesity support** addressing nutrition, physical activity, medication options, and other therapeutic approaches
- **Comprehensive resources** to support individuals experiencing age-related hormonal changes
- Coverage for **doula services,** providing guidance and support throughout the family-planning journey
- A **robust, self-paced digital program** designed to help adults and adolescents improve mood and reduce symptoms of major depression
- **Virtual consultations** and **24/7 support tools** for neurodivergent children and their care providers

We will offer fair and market-competitive pay, professional development, talent mobility and career growth opportunities inclusive of all associates

Current status

We provide all our associates with personal and professional development opportunities. In FY 2025:

32%
of open roles were filled with internal BD associates.

↑10%
Internal participation in mentoring programs.

9
Associate Resource Groups (ARGs) have a global reach with membership across **54 countries**.

All associates have access to professional development, with
over 20%
actively completing the curriculum.

We will advance health access through public-private partnerships and scalable programs to help strengthen health systems.

Current status

90%
of social investments in FY 2025 supported expanding health access.

BD is a member of
20
industry coalitions and disease-specific partnerships that advance policies and best practices in health quality.

BD is currently engaging in
270
public-private partnerships (PPPs) globally.

Transforming healthcare begins with our associates

Our 2030+ goals supporting the Healthy Workforce and Communities pillar of our Together We Advance strategy help us live our Purpose, empower our workforce and fuel innovation. With associates across 62 countries, our workforce delivers impact by pioneering innovative medical technology and helping to eliminate barriers to healthcare. Solving global health challenges requires highly qualified and talented associates with diverse perspectives and experiences. Embracing the strengths of our global team helps us unlock new ideas, elevate associate contributions and better understand the needs of different populations so we can more effectively serve customers and patients around the world.

The BD WAY—our shared values, leadership expectations and focus on continuous improvement—is grounded in our Purpose and guides how we work together. By supporting associates both in their professional and personal lives, we enable them to feel valued and empowered to do their best work—leading transformative healthcare around the world.

Attracting & retaining top talent

Advancing the world of health™ is dependent on a strong pipeline of talent. We are committed to hiring the best and brightest talent to push the boundaries of what's possible by making recruitment and talent decisions based on merit in compliance with law. This year we hired 7,200 external candidates with diverse backgrounds, experiences, and perspectives to help us serve health systems around the world. BD has partnered with several organizations and academic institutions to expand our candidate reach, including the Society of Women Engineers, National Sales Network and the European Institute of Business Administration (INSEAD) Business School. We also leverage entry-level hiring programs to recruit the next generation of innovators.

Across our manufacturing network, voluntary turnover has declined year-over-year. The consistent rollout of BD Excellence has reinforced a clear commitment to improving workforce conditions. We also implemented targeted actions for new associates, who used to represent more than 60% of our turnover, including improved selection processes, clearer role expectations, and strengthened onboarding and training. Together with focused employee engagement efforts and improved competitiveness of rewards in critical markets, these actions have supported continuity, operational resilience, and the development of a more experienced workforce across our plants.

Developing high performing teams

At BD, we develop high-performing teams by combining clear expectations, measurable outcomes, and meaningful opportunities for associates to own their career paths. Our performance management framework aligns individual and team goals to business priorities and is supported by ongoing feedback and structured review processes that promote accountability, consistency, and rigor. Associates are empowered to pursue growth through targeted learning programs, defined career pathways, and visibility into open roles across the organization, strengthening internal mobility and enabling talent to move where they can have the greatest impact. In the past year, 32% of open roles were filled internally, reflecting our commitment to developing and advancing our people. Collaboration and outcomes are evaluated to ensure development translates into results, and we align recognition and reward practices with demonstrated performance and support, reinforcing our culture of ownership and driving measurable impact across our teams.

Investing in continuous learning

For over 20 years, BD has prioritized creating a culture of continuous learning as well as access to learning resources to help associates build new skills, strengthen expertise, and enhance career mobility.

BD University (BDU) and new learning groups such as BD Excellence Academy and Digital Academy provide curriculum that aligns with the company's strategic and cultural goals. In addition, BD offers targeted leadership development programs to cultivate future leaders and expand leadership capabilities at all levels. BD also offers development experiences that support associates' personal and professional growth, including career development plans and mentoring programs.

These resources are delivered through digital, virtual, and in-person learning opportunities to help our associates learn when and how they prefer. Our skills-based curriculum focuses on providing our associates with the skills needed to help them and BD be successful.

The BD WAY

A wide variety of training is completed by associates according to job role and description, including, but not limited to, annual ethics and compliance training; environmental, health and safety trainings; and BD Excellence training for all associates. Additionally, many associates complete in-person and online courses through BDU related to job skills and leadership and development. Based on our data, we estimate that associates, on average, complete a minimum of 12 hours of training each year on various topics.

BDU by the numbers

20,000
associates use digital learning each year

5,000
associates used PowerSkills virtual instructor-led learning

8,000
people managers benefitted from the manager curriculum

Our Talent & Succession Planning process focuses on leadership continuity and long-term capability development. Through structured talent planning discussions, we identify critical roles, assess successor readiness, and define targeted development actions to strengthen our succession pipeline and prepare leaders for expanded responsibilities.

Strategic planning for organizational growth

BD's approach to organizational growth is supported by two complementary planning processes: Strategic Organizational Planning and Talent & Succession Planning. Together, they ensure that we have both the structural capabilities and leadership capacity required to execute our strategy and sustain long-term growth.

Our Strategic Organizational Planning process aligns business priorities, organizational design, and workforce capabilities to support delivery of our most critical objectives. Over a 12–18 month horizon, we assess structural capacity, resource allocation, technology enablement, and critical capability needs. These assessments result in clear, actionable plans that address gaps and strengthen execution against our Annual Strategic Review and enterprise commitments.

Both processes are conducted in partnership with senior leadership and our Talent Center of Excellence and are revisited annually to ensure alignment, accountability, and continued progress.

Associate engagement

We're committed to fostering an engaging environment where every associate feels valued, supported, and heard. Our Speak Up culture is one of the ways we bring that commitment to life. Associates can share their ideas in many ways, including through town halls, skip-level meetings, and our Voice of the Associate (VoA) survey. The VoA helps us understand our associates' experience working at BD and identify areas of opportunity. Each response helps shape our culture and ensures our strategy is aligned to the needs of our associates.

Our nine Associate Resource Groups also play a key role in fueling our business. They surface new ideas, elevate global perspectives, and influence company policies, benefits offerings, and corporate initiatives. While each group is rooted in shared experiences, they're all focused on fostering an inclusive culture and driving strategic impact across BD and in the local communities we serve. Membership is open to all associates.

Compensation, benefits, and well-being

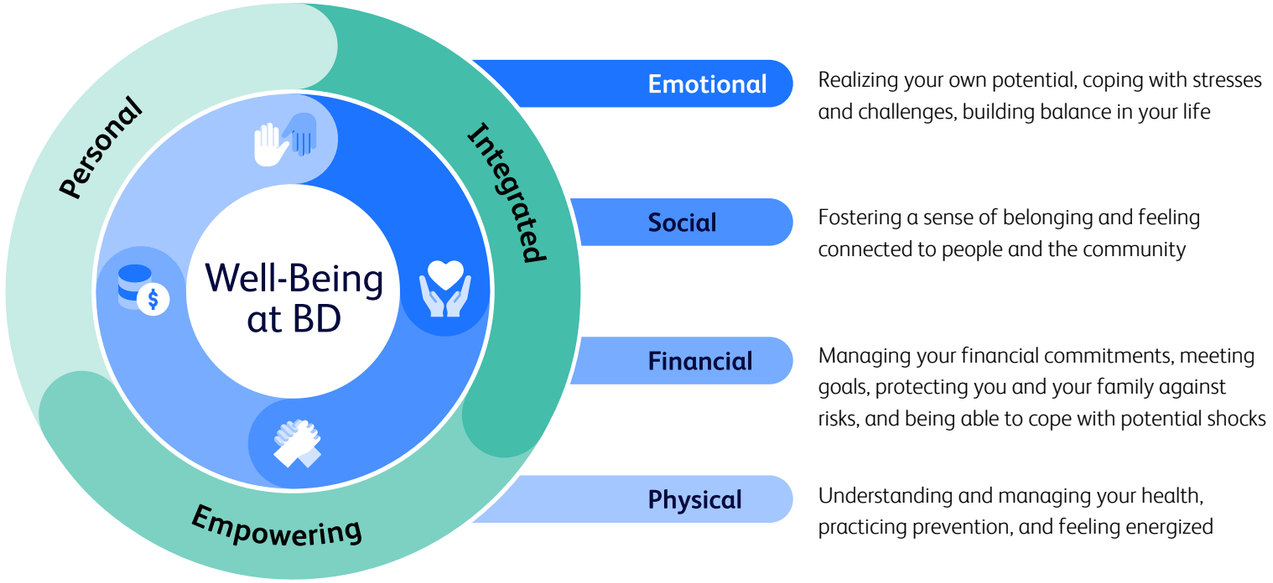
We reward, support, and develop our associates who advance our Purpose and contribute to our success through our comprehensive Total Rewards program, which evolves with the varying needs of our global team members. The components of this program are designed to work together to attract and retain high-quality talent, provide competitive compensation grounded in pay for performance and parity, and support overall associate well-being.

Our Total Rewards program includes compensation, incentive pay, benefits, recognition, life balance, career, and mental health components. Benefits and programs (which vary by country) can include the following:

- Market-competitive pay, bonuses and broad-based stock grants
- Retirement income programs, such as pension and saving plans
- Healthcare benefits, such as medical and prescription drug coverage, dental and vision care, and short- and long-term disability coverage
- Paid time off and various paid leave programs (family, bereavement, military)
- Flexible work schedules
- Mental health and employee assistance programs
- Healthy employee incentive programs, health screenings and gym memberships/discounts
- Tuition reimbursement

In the United States, we focus on mitigating the impact of rising healthcare costs and offer affordable benefits options, with an emphasis on BD associates earning $55,000 per year or less.

Each year, we review and implement program enhancements and investments to ensure that our benefits represent the needs of BD associates and their families. We regularly engage with our Associate Resource Groups to increase awareness and understand further opportunities for inclusion.



For the 2025 benefit plan year, we implemented several new benefit programs, as well as some benefit enhancements for our U.S. associates, including:

- Personalized, holistic obesity support addressing nutrition, physical activity medication options, and other therapeutic approaches
- Comprehensive resources to support individuals experiencing age-related hormonal changes
- Coverage for doula services, providing guidance and support throughout the family-planning journey
- A robust, self-paced digital program designed to help adults and adolescents improve mood and reduce symptoms of major depression
- Virtual consultations and 24/7 support tools for neurodivergent children and their care providers

Our long-standing history of supporting the health, safety, and well-being of our associates includes education, resources, and programs to empower our associates and help them thrive—personally and professionally. Our Well-Being at BD program takes a global and integrated approach to helping our associates build resiliency and a healthy life balance. The program centers on four pillars—emotional, social, financial, and physical—which are key areas where an individual can be empowered to take action to improve well-being based on unique needs and priorities. Our people leaders also play a key role in encouraging and supporting associates to be active participants in their own well-being.

Building talent, leadership, and engagement

At BD, we are committed to strengthening job attractiveness, career development, and leadership capability across our manufacturing and distribution organizations. By investing in our people at every level, we not only attract and retain critical talent, but also reinforce the foundation for sustainable business performance, quality, and operational excellence.

We advance this commitment through the BD Excellence framework and mindset, which guide how we develop leaders, design work, and engage our teams. Our focus includes developing strong leaders at all levels of the organization, implementing a standard, operator-centric factory model, and continuously enhancing job attractiveness and growth opportunities for associates.

Through continuous upskilling and capability building, we can foster an inclusive, engaged, and empowered culture—ensuring the right talent, with the right skills, is available at the right time to meet evolving business needs in a responsible and cost-effective way.

Together, these efforts create an environment of continuous improvement and accountability, enabling our teams to adapt to industry changes while maintaining BD's commitment to excellence, quality, and long-term value creation.

Key Centers of Excellence for unsafe conditions & behaviors

Health and safety

Environmental, health and safety (EHS)

Safety and quality are the foundation of everything we do. Keeping our people and our communities safe gives us the privilege to continue our mission to *advance the world of health*. Our EHS zero-loss mindset is a key part of BD Excellence. Across Integrated Supply Chain (ISC), our EHS component and maturity model drive our continuous improvement journey. This work strengthens our EHS culture and drives results. In FY 2025, we maintained 61 EHS standards and updated 16 to reflect changing regulatory, operational, and sustainability needs.

We believe EHS is everyone's responsibility. We aim to prevent work-related accidents, injuries, illnesses, and environmental harm through innovation, associate engagement, performance measurements, and continuous improvement methodologies. We set expectations for EHS management via three key compliance documents and our Golden Rules. Through our BD Excellence EHS component, we operationalize these with monthly business unit reviews of EHS performance metrics. BD's environmental and safety observations (ESOs) program encourages coworkers to look out for and support each other, with special emphasis on the key risk areas of machine safety, ergonomics, and slips, trips and falls. Our safety incident rate has improved over time, and we have an ambition to record one million ESOs by FY 2027.

On a quarterly basis, all business units are represented at the EHS Executive Council to share best practices, review data-driven trend analysis, and agree upon network-wide actions for continuous improvement.

We have implemented the EHS component of the BD Excellence production system, including a maturity assessment and deployment of lean problem-solving tools that include root cause analysis and a best practice sharing portal.

Three-year safety improvement
Total recordable incident rate

FY 2025 Performance

0.34
Total recordable incident rate

0.29
Lost time incident rate

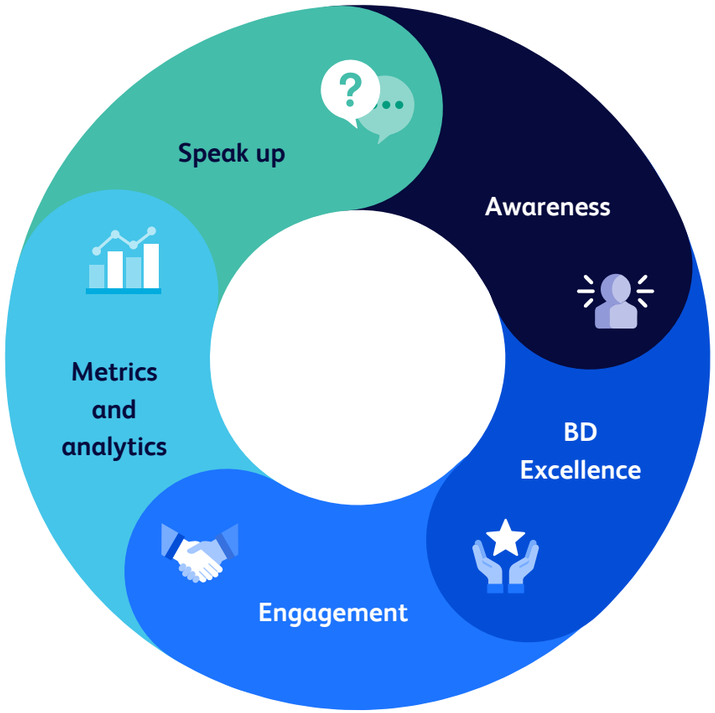
0
Fatalities

BD's EHS Journey

Hazard and risk assessment

We use leading indicators to track performance and drive improvements. Data is reviewed monthly and communicated with leadership to discuss trends and progress improvement plans. Our Process Safety Management standards require a process hazard analysis be conducted for those processes that fall under the standards. This ensures that adequate engineering controls are in place to minimize any potential hazard from that process or from equipment.

The BD Code of Conduct also requires all associates to follow health and safety policies and procedures and to report any unhealthy or unsafe work conditions. Any associate with concerns about health and safety policies and procedures is encouraged to report the issue to a manager, Human Resources, the central EHS team and/or the BD Ethics office.



Sites use the EHS Management Information System platform to conduct investigations using root cause analysis techniques that focus on systemic failure. The platform is designed to track action item closure to ensure accountability. Every site is required to follow the same root cause guidelines, enabling the company to analyze trends and continuously improve.

All sites have a safety committee with representatives from all areas of site operations. They meet at least quarterly to evaluate challenges and assist EHS teams in implementing environmental and safety intervention programs.

Learning, development and training

The central EHS team provides new hire orientation for EHS professionals, customized to roles and responsibilities. It encompasses a comprehensive EHS curriculum that includes training on all applicable EHS management information system platforms.

Our EHS Corporate Standards contain requirements on training frequency and curriculum, and training is provided upon deployment of new or revised standards. From these standards, an EHS training matrix defines training assignments based on the roles and priorities identified, and recurring training is assigned accordingly.

In addition, the central EHS team conducts a training needs assessment that is based on current incident trends, audit results, and regulatory requirements. In FY 2025, the Central EHS team strengthened a prevention-focused safety culture through enterprise-wide capability building and cross-functional collaboration. We believe that our key initiatives enhanced machine safety, increased employees' awareness of risks, and further embedded a zero-loss, zero-harm mindset across the workforce. Adoption of the EHS eLearning platform scaled significantly in FY 2025, growing from ~3,500 to 12,000+ users, which continues to enable consistent global EHS capability.

The training is conducted via classroom training, webinars, and on-demand compliance training within our company's online training system. Completion of training is evaluated as part of our corporate EHS audit program.

Individual sites are responsible for identifying site-specific EHS training needs and implementing training programs on a variety of EHS topics. International Organization for Standardization (ISO) 14001-certified sites collaborate on regional platforms to share learnings and foster continued compliance with the certification requirements.

Occupational health

BD's corporate EHS standards include industrial hygiene standards such as ethylene oxide, hazard communication, biosafety, blood-borne pathogens, chemical hygiene, ergonomics, hearing conservation, ionizing and non-ionizing radiation, and asbestos. In addition to providing accommodations for associates with occupational health restrictions, many of our larger facilities have trained and certified occupational health professionals on site. Smaller facilities have first aid response teams. Any associate's health-related information is confidential and maintained in accordance with the Health Insurance Portability and Accountability Act (HIPAA) or equivalent privacy laws outside the U.S.

Health access

We are working to advance access and support health systems to bring critical healthcare technologies to more people. Leveraging our unique capabilities and expertise, we look to enable an environment for access by establishing public-private partnerships and creating scalable programs that help strengthen health systems.

Case Study: Women's Health

Advancing access to women's health—cancer screening, prevention, and treatment

BD supports women's health through technologies that advance breast cancer screening, diagnosis, and treatment, including minimally invasive biopsy systems, breast tissue markers, and related diagnostic and medical delivery devices. These products, along with BD's broader technologies, are used globally to strengthen maternal, perinatal, and women's healthcare delivery—often in partnership with organizations that bring care to underserved and remote communities.

Partnership Highlights

Through partnerships with organizations like **Civil Air Patrol** (Colombia), **Heart to Heart International** (U.S.), **SEWA** (India), and **Mercy Ships** (global), BD and the BD Foundation are bringing women's healthcare directly to patients in remote and underserved regions—overcoming geographic barriers through mobile clinics, aircraft, and hospital ships.

- **Canada**: A groundbreaking partnership with the Professional Women's Hockey League (PWHL) advances women's health and community empowerment by promoting equitable access to care, elevating conversations around women's health, and inspiring the next generation of athletes and leaders.
- **India**: Secure Women Welfare Association (SEWA) facilitates cervical and breast cancer screenings for more than 20,000 women across seven states.
- **Latin America**: The *Cada Momento es Importante* campaign expands access to breast cancer awareness, early diagnosis, and education by promoting prevention, timely detection, and continuity of care, while reducing barriers to screening and diagnosis across diverse communities.
- **South Africa**: BD supports equitable access to breast cancer diagnostics by delivering hands-on training for public sector clinicians to standardize Vacuum Assisted Breast Biopsy (VABB) protocols, expanding access to minimally invasive diagnostic technologies, and strengthening quality of care.
- **U.S.**: *NAFC Advancing Women's Health: Cancer Care, Prevention, Screening and Diagnosis* provides grants to free and charitable clinics in the U.S. to expand health services for underserved and uninsured populations of women.

FY 2025

20
Industry coalitions (incl. disease-specific partnerships)

270
Public-private partnerships

4,620
Health system strengthening events (2.2 % + increase over FY 2024)

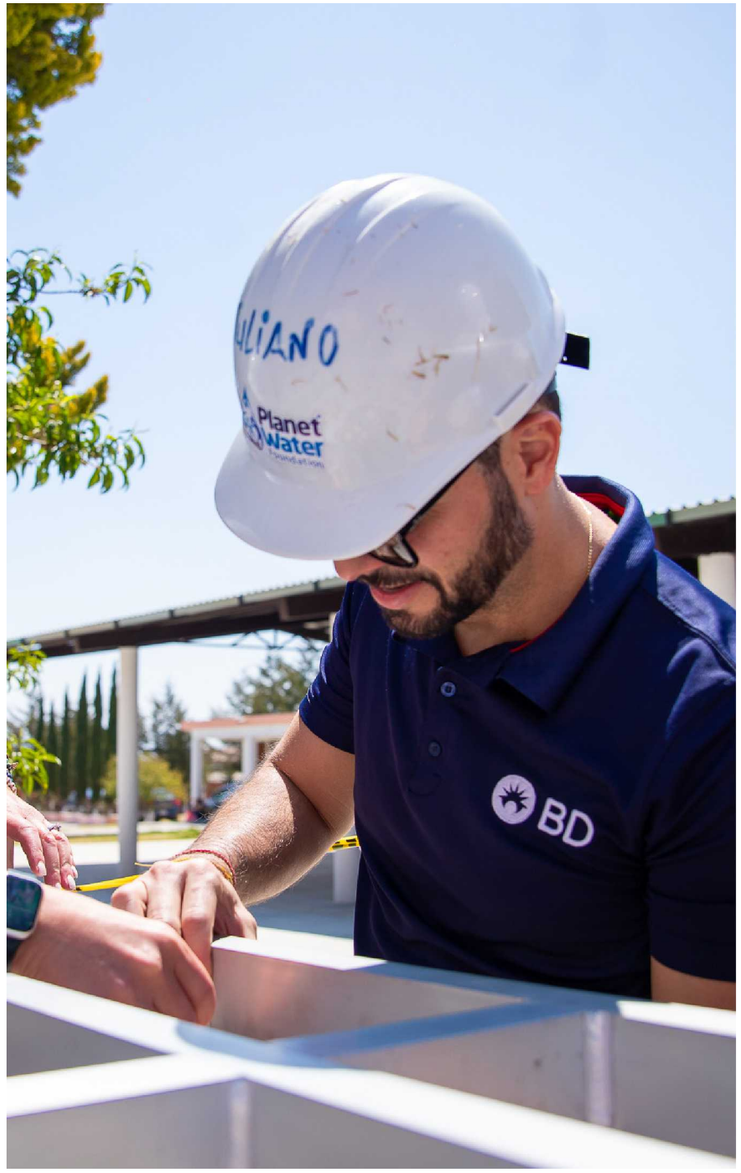
34.8M
Supported cervical cancer screenings (+4.8 % increase over FY 2024)

2.2M
Supported breast cancer screenings (+4.8 % increase over FY 2024)

Our investment in climate-related healthcare resilience

Severe hurricanes, floods, wildfires, and heatwaves threaten the ability of healthcare systems to provide care for patients—particularly in low-resourced areas of the world. BD partners with organizations that are supporting the resilience of these health systems, including:

Let's Share the Sun Foundation	Installs solar power at nursing care facilities in Puerto Rico, where power outages and extreme weather put medically vulnerable patients at risk.
Planet Water Foundation	Deploys water filtration units to water-scarce disaster areas to help provide safe, clean drinking water for up to 10,000 people per day.
Heart to Heart International's Mobile Medical Unit	Brings medical supplies, medicine, equipment, and staff to disaster sites across the continental United States. Funded by the BD Foundation, the clinic on wheels is equipped with two treatment rooms, a pharmacy, and counseling areas to facilitate efficient on-site medical exams and treatment during disaster responses.
Americares' Climate Resilience for Frontline Clinics Toolkit	Expands access to climate resources for clinic staff; distributes air purifiers, thermometers, and masks during extreme weather events; and offers multilingual patient education materials to ensure broader accessibility.
Pre-positioned funds with nonprofit partner, Direct Relief	Works with emergency medical teams and healthcare facilities in disaster-impacted areas to restore and strengthen their capacity to deliver care to people affected.



Advancing access in our communities

Our corporate, manufacturing, and distribution center sites engage with their local communities in ways that are important to our associates. This includes supporting local nonprofits and fundraising events, such as blood drives, food banks, and safe housing, as well as opportunities to drive science, technology, engineering, and mathematics (STEM) education, access to healthcare, and more. Site leadership is often part of the local Chamber of Commerce, which gives us firsthand exposure to important community issues and initiatives.

Associates in eligible locations are permitted to take paid time off to volunteer in their local communities and support some of the organizations that are important to them. In FY 2025, BD volunteers tracked 15,000 hours of personal and team-based volunteer service in their communities, and sites conducted more than 100 team-based volunteer events, supporting food access, environmental stewardship, skills-based service, mentorship, education, and youth engagement.

BD also sponsors select volunteer activities in collaboration with its nonprofit partners around the world to help support vulnerable communities, including:

BD Volunteer Service Trips	Have helped advance patient care and health infrastructure in more than 13 low-resource countries since 2005. In 2026, volunteers will return to North Macedonia and Kosovo for the third time to help train healthcare workers in specialized areas of maternal, perinatal, and neonatal care in partnership with nonprofit organization, Project HOPE.	
'Difference in a Day'	Select BD sites host one-day skills-based 'Difference in a Day' volunteer marathons, in partnership with Taproot Foundation, during which associates use their expertise to help local nonprofits solve real operational challenges. New this year, BD is expanding its partnership to include a virtual platform that connects skilled volunteers with nonprofits seeking support in areas like marketing, HR, IT, finance, and strategy.	
Rise Against Hunger	For more than a decade, BD associates have participated in meal packing events in partnership with Rise Against Hunger, to pack shelf-stable meals for food-insecure people around the world. Annually, more than 30 of BD's sites participate, and to date, the company has helped Rise Against Hunger pack over 3 million meals.	

Our charitable giving

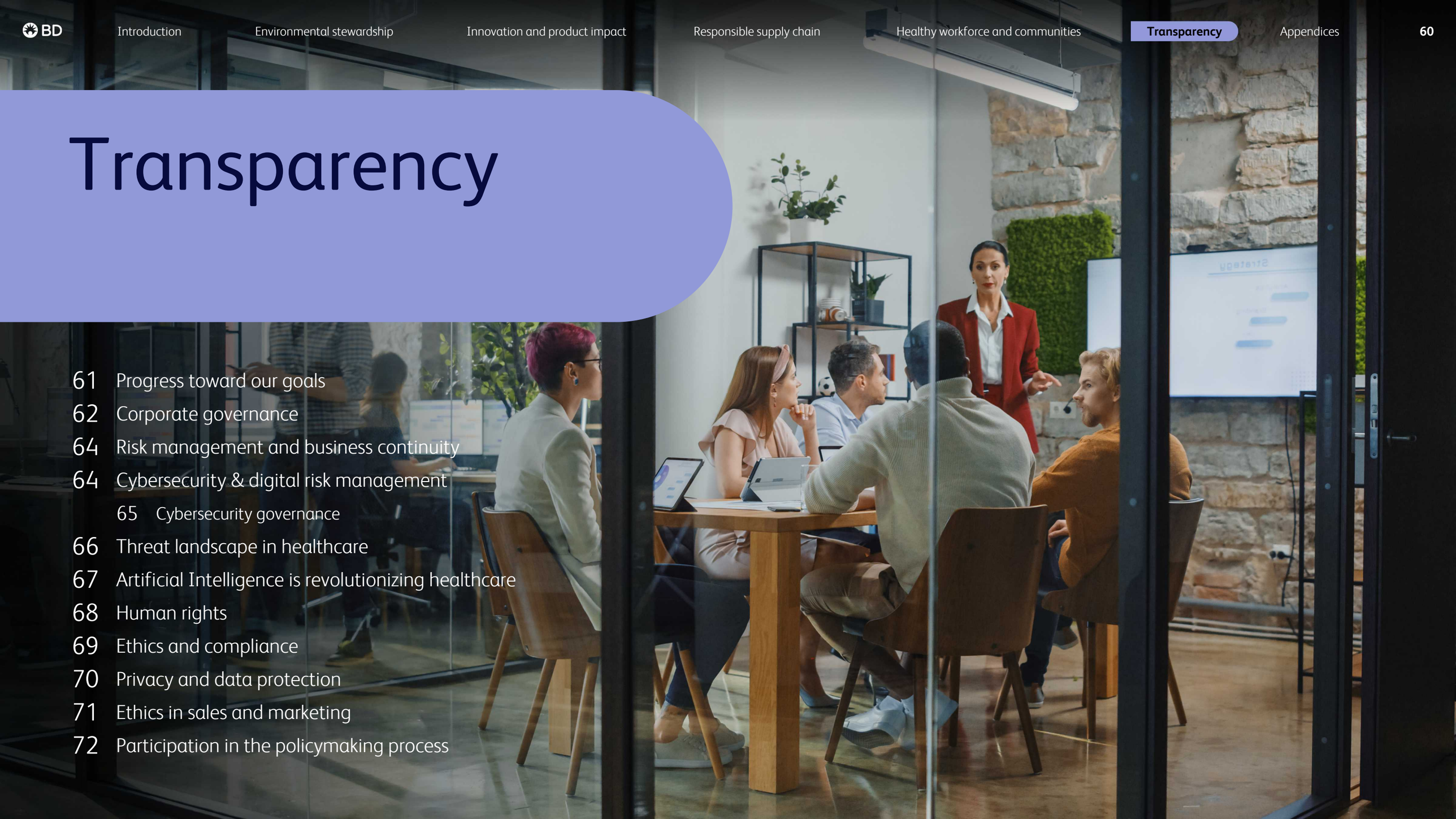
To further support health access and meet high-impact health needs addressed through our business portfolio, in FY 2025, BD Social Investing allocated over 90% of funding toward programming in three areas: building resilient and sustainable health systems, supporting and expanding the healthcare workforce, and supporting the detection and treatment of cancer and chronic disease in underserved communities. We contributed a total of $15.3M as follows:

FY 2025 Progress

Cash Giving	**$10.3M**
Social Investing	**$6.3M***
BD Foundation	**$917K**
Matching Gifts	**$1.6M**
Global Sites	**$1M**
Product Donations	**$5M**

* $1.9 million of this amount was invested in BD's communities—where we live and work—to expand health access.

Transparency



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71 Ethics in sales and marketing
72 Participation in the policymaking process

Progress toward our goals

Our goal: Invite trust across stakeholder groups through transparent performance reporting on sustainability issues relevant to our business.

We will provide our stakeholders with clear information about our 2030+ performance and programs, aligned with relevant and recognized external 2030+ reporting frameworks, via:

- **Our annual Corporate Sustainability report, and**
- **Issue-specific disclosures, which include:**
  - **Climate change**
  - **U.S. Federal Employment Information Report [EEO-1]**
  - **Human rights and environmental due diligence.**

Current status

Our climate change disclosure, which is aligned with the International Financial Reporting Standards (IFRS) S2, Climate-related Disclosures, can be found on our website. Our U.S. Federal Employment Information Report [EEO-1] can be found here.

Corporate governance

BD is governed by our Board of Directors, and our commitment to good corporate governance is embodied in our Statement of Corporate Governance Principles (the "Governance Principles"). These principles outline the Board's approach to governance, including Board and committee operations; strategic oversight; succession planning; director qualifications and representation; director independence, compensation and equity ownership; and the ability of shareholders and others to communicate directly with Board members.

The full Board reviews the risks associated with BD's strategic plan and discusses the appropriate levels of risk for the company in light of BD's business objectives. This is done through an annual strategy review process and from time to time throughout the year, as part of the Board's ongoing review of corporate strategy. Additionally, the Board conducts an annual review of BD's enterprise risk management program.

The Corporate Governance and Nominating Committee (CGN) of the BD Board of Directors regularly assesses the Governance Principles based on best practices. The Board has four operating committees that meet regularly and an Executive Committee that meets as needed. Each committee is responsible for monitoring risks within their areas of oversight, meeting with members of management to review those risks, and reporting to the full Board on risks associated with their respective areas of oversight. Refer to the committee charters for the principal responsibilities of each committee. During FY 2025, all directors attended at least 75% of the meetings of the Board and their respective committees.

Board composition

The Board believes that having a range of viewpoints, insights, and perspectives among its members is important for effective decision-making and fostering a culture of inclusion at BD. The Board looks to include individuals with varied skills, experiences, and backgrounds, including relevant business and financial expertise, industry knowledge, management experience, and prominence in areas of importance to BD. The Board is committed to sourcing and maintaining a pipeline that enables a broad spectrum of candidates to be considered.

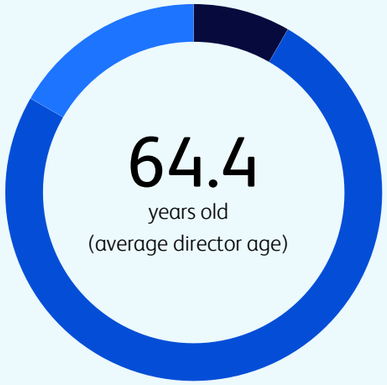
Executive compensation

We aim to provide an executive compensation program that best serves the long-term interests of our shareholders. We believe a competitive compensation program allows us to attract and retain superior talent and reward performance to deliver long-term shareholder returns. For further details on executive compensation, see our proxy statements.

Director snapshot

Tenure

<5	6
5 to 10	4
> 10	2



Age

60 or younger	1
61-69 years	9
70 or older	2

Director Representation
Total Number of Directors: 12

Corporate sustainability oversight

At the Board level, the CGN oversees sustainability-related processes, policies, and practices. The oversight of our 2030+ goals and other important matters are allocated among our Board of Directors and its committees, as shown in the table below. The 2030+ focus areas are shown in bold.

Board's role of oversight of sustainability

Corporate Governance and Nominating Committee	Compensation and Human Capital Committee	Audit Committee	Quality and Regulatory Committee	Full Board

• **Environmental stewardship**
• **Innovation and Product Impact** (Plastics/Packaging)
• **Transparency**
• Board Composition
• Lobbying / Political Contributions
• **Healthy Workforce and Communities**
  • Social Investing
	• **Healthy Workforce and Communities**
	• Executive Compensation
		• **Responsible Supply Chain**
		• Enterprise and Operational Technology Cybersecurity
		• Privacy
		• Business Ethics & Compliance
			• Product Quality & Safety
			• Product Cybersecurity
				• 2030+ Sustainability Goals
				• **Healthy Workforce and Communities**
				  • Associate Well-being and Development
				• Cybersecurity
				• Board Composition
				• Executive Compensation

BD Enterprise Risk and Sustainability Committee

BD Operating Committees

The company's Enterprise Risk and Sustainability Committee (ERC) oversees the enterprise risk management program, progress towards the 2030+ goals, and other priority sustainability matters. This cross-functional management group partners with internal operating committees that are responsible for executing our Together We Advance sustainability strategy. The ERC works to promote an enterprise-wide culture of open discussion around risks and opportunities and integrates effective risk management into our goals and objectives.

The ERC oversees the sustainability information that is shared with the Board and its committees and guides internal and external reporting on these matters. The Board also receives an annual update on 2030+ goal progress as well as periodic reports on associate well-being and development, cybersecurity, Board composition, and other timely topics.

At the corporate level, the Environmental, Health, Safety (EHS), Sustainability, and Product Stewardship team is led by the chief sustainability and EHS officer, who reports to the company's executive vice president and chief integrated supply chain officer. The following individuals report to the chief sustainability and EHS officer:

- The director, sustainability, is responsible for stakeholder engagement, implementation of the corporate sustainability strategy, and programs for sustainability topic areas and emerging issues, including human rights, water stewardship, and regulated sustainability reporting.
- The senior director, sustainability operations, is responsible for the development of environmental targets and reductions in greenhouse gas (GHG) emissions and leads the Sustainable Operations Council to support the achievement of the GHG and other environmental goals.

Executive Vice President and Chief Integrated Supply Chain Officer

Chief Sustainability and EHS Officer

Director, Sustainability | **Senior Director, Sustainability**

Risk management and business continuity

Today's complex global environment heightens the importance of risk mitigation and business continuity, particularly given BD's role in supporting public health, patients, and healthcare systems. BD's risk management efforts include:

Enterprise risk management

BD's management uses an enterprise risk management (ERM) process to identify, assess, manage, and mitigate a broad range of risks, helping to ensure that our risk efforts align with our corporate strategy. Additional details on Board oversight of risk are available in our proxy statement, and risk factors relevant to our business are described in our Annual Report (10-K) and quarterly filings (10-Qs).

Business continuity and crisis management

We strengthen capabilities to identify and mitigate risks across natural, human-caused, geopolitical, cyber, and regulatory areas. This work identifies threats to our businesses across multiple internal and external categories including natural hazards (e.g., hurricanes, earthquakes, etc.), human-caused hazards (e.g., strikes, accidents, etc.), geopolitical developments, cyber security events, and regulatory actions. Actions include facility improvements, strategic inventory use, expanded product registrations, redundant manufacturing capacity (where available), and government engagement.

Facility risk improvements

In partnership with FM Global, our property insurer, we identify and prioritize facility risk improvements and benchmark performance. We compare favorable to relevant benchmarks and aim to maintain Highly Protected Risk (HPR) status through strong loss prevention and proactive management.

Continuous improvement

We continuously enhance our approach as risks evolve, incorporating lessons from events such as severe weather, geopolitical tensions, and labor disruptions to align with best practices.

Cybersecurity & digital risk management

The healthcare industry continues to face increasingly complex and frequent cyberattacks. According to the Health Information Sharing and Analysis Center (H-ISAC), health-sector specific cybersecurity incidents increased 21% in 2025.[1] Threat actors are now leveraging advanced AI capabilities to accelerate the speed, scale, and complexity of their attacks—including phishing, malware, and deepfake-enabled social engineering. Across the industry, medical device manufacturers, healthcare delivery organizations, and third-party partners must remain vigilant to safeguard patient safety, privacy and data protection, and operational resilience.

The Cybersecurity and Digital Risk Management team enables the company's resilience and helps protect BD innovations, data and operations in collaboration with IT, Integrated Supply Chain, and Product Security. We have established cybersecurity programs and responsibilities for:

- Cyber Risk and Defense
- Cyber Architecture and Engineering
- Identity and Access Management
- Cyber and Digital Governance
- IT Compliance and Validation
- Cyber Engagement and Awareness

In FY 2025, we established a Cyber Fusion Center (CFC), which unifies our regional monitoring into a single, integrated capability to deliver stronger visibility, faster detection, and more coordinated response capabilities. We strengthened our data protection posture by improving classification standards and default technical controls, and we expanded our Risk Management Framework to provide a more consistent, enterprise-wide approach to assessing and managing risks, including third-party risks. We also bolstered cybersecurity protections for our manufacturing plants and distribution centers, with improved governance and foundational Operational Technology (OT) security infrastructure to safeguard critical operations. To reduce human risk, we enhanced our cybersecurity awareness program and added responsive follow-up training to our phishing simulations.

1 https://health-isac.org/health-sector-heartbeat-q4-2025/

Cybersecurity governance

Important cybersecurity information, including relevant cybersecurity metrics, threat briefings, and significant cybersecurity risks, is communicated to the Board of Directors through the Board's Audit Committee and the Quality and Regulatory Committee. The Audit Committee and the Quality and Regulatory Committee each receive multiple updates per year on the company's IT/OT cybersecurity program and product cybersecurity program, respectively.

We also have processes by which certain cybersecurity incidents and breaches are escalated and reported to the Board or a Board committee, as appropriate, based on management's assessment of risk. Management periodically conducts cybersecurity crisis simulations with a readout to the full Board to raise awareness of cybersecurity risks and to enhance our incident preparedness. Members of senior management also receive cybersecurity updates through their participation in the ERC.

BD's Cybersecurity Strategy & Risk Committee, which oversees all cybersecurity risk at BD, is co-chaired by the chief information security officer and the chief risk officer, bringing together leaders from enterprise IT, manufacturing technology, R&D (including product cybersecurity), and legal.

Our approach to cybersecurity governance includes aligning cybersecurity risk management, policy, and compliance initiatives with business objectives and striving to ensure that information assets and technologies used in BD products, manufacturing, service, enterprise IT, and third-party components are secure, resilient, and compliant with applicable regulatory requirements and industry standards. This includes cybersecurity due diligence for mergers, acquisitions, and divestitures.

Cybersecurity risks and their potential impact on BD, customers, and patients are routinely reviewed by the company's central, regional, and business teams, and our Cybersecurity team provides guidance for identifying, prioritizing, and mitigating such risks.

Our policies and procedures align with industry best practices, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0, International Standards Organization (ISO)/International Electrotechnical Commission (IEC) 27001:2022 standards for information security, Underwriters Laboratories (UL) 2900-1 Cybersecurity Standard for Medical Devices, and U.S. Food and Drug Administration's pre-market and post-market guidance for cybersecurity in medical devices. BD cybersecurity policies are reviewed annually by cross-functional stakeholders specializing in cybersecurity, integrated supply chain, enterprise IT, and quality.

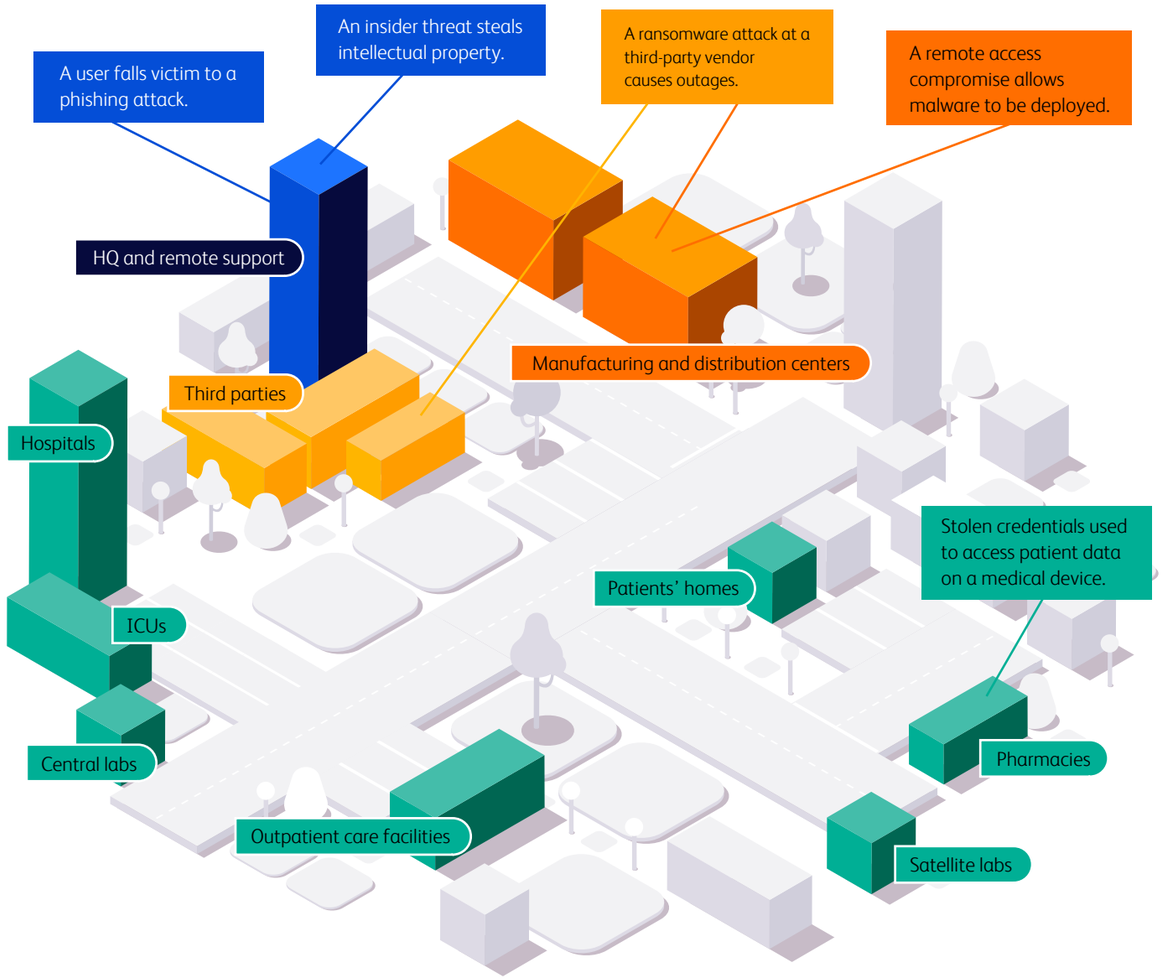
Our approach incorporates regulatory requirements for medical device cybersecurity as well as cybersecurity reporting and disclosure requirements. We also incorporate threat intelligence from organizations such as the Cybersecurity and Infrastructure Security Agency.

BD Cybersecurity Capabilities Aligned to the NIST CSF v2.0 Functions

NIST CSF Function	Govern	Identify	Protect	Detect	Respond	Recover
BD C&DR Capabilities	• Organizational & Security Leadership • Policies and Standards • Regulatory Compliance & Reporting • Cyber Portfolio Management • Improvement & Measurement • Third-Party Risk	• Asset Discovery and Visibility • Cyber Risk Management • IT and Cyber Controls • Control Validation • Attack Surface and Vulnerability Mgmt.	• Security Tool Stack Mgmt. • Security Posture Mgmt. (Cloud + On-Prem) • Security Testing & Verification (Product) • Secure Architecture (IT/OT) and Design (IT/OT) • Cyber Vigilance and Training • Identity Governance and Admin. • Privileged Access Mgmt. • Secrets and Key Mgmt.	• Security Operations and Detection • Threat Modeling and Hunting • Insider Threat Management • Detection Engineering • Threat Intelligence and Monitoring	• External Incident Support Mgmt. • Incident Mgmt. and Response • Coordinated Disclosure (Product) • Material Incident Reporting	• Business Impact and Continuity Mgmt. • Crisis Mgmt. and Contingency Planning • Disaster Recovery

Threat landscape in healthcare

Examples of cybersecurity risks include:



Threat actor motivations:

- Foreign espionage
- Intellectual property
- Patient data
- Financial gain

Key risks include:

- Ransomware attacks
- Insider threats
- Medical device software vulnerabilities
- Third-party software vulnerabilities
- Human error
- Phishing attacks

We base our cybersecurity strategy on five guiding principles:

Visibility
Continuously improve visibility and monitoring

Optimization
Enhance cyber tooling, processes and services

Effectiveness
Operationalize cyber hygiene and practices

Enablement
Security and trust at the speed of innovation

Resilience
Safeguard BD data and continuously improve incident preparedness

Cybersecurity preparedness

BD proactively monitors for suspicious activity, including phishing attacks, malware and ransomware attacks, insider threats, and human error. Our cybersecurity program includes regular internal and external security audits and vulnerability assessments, third-party risk assessments, threat intelligence investigations, vulnerability scanning and management, and incident management. We also leverage penetration testing and threat modeling to uncover and examine potential cybersecurity risks during our product design processes.

Cybersecurity certifications and attestations

In FY 2022, BD achieved ISO/IEC 27001:2022 certification at the enterprise level, demonstrating that our information security management system conforms to internationally recognized cybersecurity standards. In June 2025, BD completed its third enterprise-level annual surveillance audit for ISO 27001, confirming that we continue to meet these rigorous standards. We maintain product cybersecurity certifications and attestations, including System and Organization Controls (SOC2+) for multiple BD products that collect and process patient health information in accordance with the Health Insurance Portability and Accountability Act (HIPAA) security rule. These reports are available upon request. They are prepared by an independent third party and provide assurance regarding the operational effectiveness of BD internal controls and the security of BD products.

Cybersecurity training

BD provides annual cybersecurity training for our associates and strategic partners. This includes online cybersecurity training modules, in-person and virtual cybersecurity classes, contextual phishing simulation exercises, mock incident response exercises, and intranet resources aimed at enhancing associates' ongoing cyber awareness. BD sends phishing simulations at least monthly to all users with corporate email credentials. In FY 2025, we introduced remedial phishing training for any user who falls for a simulated phishing attack, and we added quarterly cybersecurity awareness training tailored to associates' and contractors' role-based responsibilities. BD also makes cybersecurity training available through an external service provider for our Board of Directors.

Product security vulnerability reporting and disclosure

BD accepts vulnerability reports from customers, security researchers, third-party component vendors and other external groups that wish to report a potential vulnerability in a BD software-enabled device. Our approach to product security vulnerability reporting and disclosure is publicly available on the BD Cybersecurity Trust Center.

Artificial Intelligence is revolutionizing healthcare

Artificial Intelligence (AI) continues to evolve and is contributing to meaningful advancements in healthcare—supporting improved patient outcomes, optimizing operations, and shaping the future of medical practice. The vision for AI in healthcare is to enable better overall individual health and well-being through data-driven insights and more efficient processes.

AI-powered systems can support:

- Enhanced diagnostic accuracy through advanced image analysis, predictive analytics, and more personalized treatment planning
- Drug discovery and development, helping accelerate research processes and reduce associated costs
- Analysis of large datasets using machine learning algorithms to identify patterns and predict potential disease outcomes, supporting earlier interventions and preventive measures

These technologies are intended to augment clinical expertise and require appropriate validation, oversight, and integration into healthcare workflows.

Artificial Intelligence governance

In FY 2025, we strengthened our AI governance framework to enhance oversight, accountability, and risk management across the organization. This enterprise-wide model is overseen by executive leadership and the Board of Directors, with executive accountability provided through the Technology & Global Services Transformation Executive Steering Committee. A cross-functional AI Steering Committee leads day-to-day governance and supports comprehensive assessment and mitigation of AI-related risks.

The governance model focuses on critical risk areas, including bias and hallucinations, compliance and privacy, protection of BD data and intellectual property, and cybersecurity across BD systems and products. These risks are evaluated through structured Responsible AI reviews, which include technical and compliance assessments of AI models and technologies. Expertise from compliance and legal, data privacy, cybersecurity, IT, R&D, HR, and quality and regulatory functions is integrated to help ensure AI-enabled products are secure, compliant, and aligned with ethical, regulatory, and sustainability expectations throughout their intended life cycle. We also maintain an up-to-date Use of AI Policy and Use of AI Procedure to guide the ethical and secure use of AI by BD associates.

In early FY 2026, we launched an AI & Digital Foundations training course for all BD associates to support responsible adoption. This training course covers AI technologies, data use, ethical and legal risks, and expectations for the responsible, secure use of AI. Looking ahead, scaling AI across workflows and processes is expected to remain a strategic enabler, supporting innovation aimed at positively impacting customer and patient outcomes.

Human rights

Human rights commitment and strategy

At BD, we believe all people should be treated with dignity and respect, and we strive to conduct our business in a manner consistent with this principle. This includes respecting the human rights of all associates as well as the people in our supply chains, the communities where we operate, and those who use our products. Our commitment—detailed in our Global Human Rights Policy—is guided by the principles outlined in the United Nations Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. We comply with applicable employment and human rights laws and regulations wherever we have operations, and we expect our suppliers to do the same.

Our efforts on human rights and community engagement are connected. The central Sustainability team monitors changes in the human rights regulatory landscape, including various human rights due diligence and disclosure requirements. Management of human rights issues is embedded in our integrated supply chain—operations, human resources, supply chain, procurement, and sustainability and EHS—to track compliance with our policies prohibiting forced labor, human trafficking, and modern slavery. Similarly, BD's Responsible Sourcing Operating Committee guides and facilitates work focusing on human rights due diligence in our supply chain. For more information about this Committee's responsibilities, as well as how we engage with our suppliers, see the Responsible Supply Chain section of this report.

Governance structure

The chief sustainability and EHS officer brief the ERC as needed on important matters relating to human rights. In turn, the ERC briefs the relevant Board committee and the full Board of Directors, if applicable.

Human rights risk management

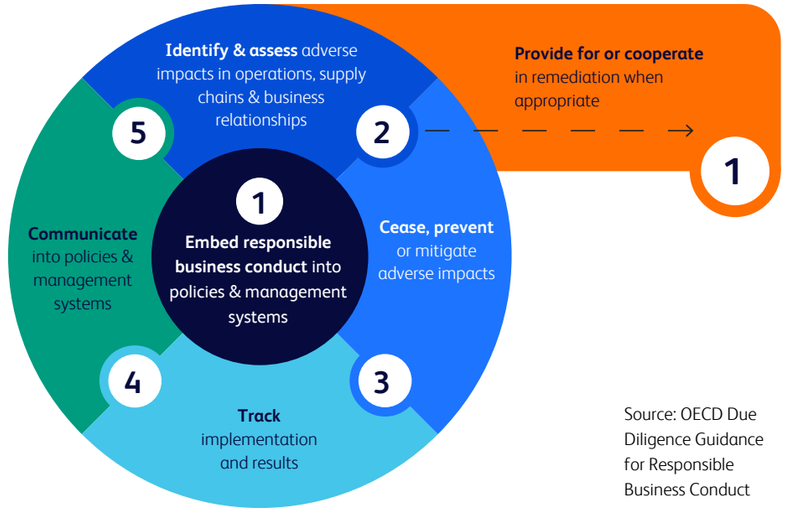
Our due diligence process is aligned with the Organisation for Economic Cooperation and Development (OECD) due diligence guidance for responsible business conduct. We employ risk management efforts to enhance compliance with related policies throughout our operations. Our Global Operations and Human Resources teams promote compliance with our policies prohibiting forced labor, child labor, human trafficking, and modern slavery across all of our operations, including manufacturing. The human rights and environmental due diligence process in our supply chain focuses on identification of risk within our supply base, gaining further insight into that risk and mitigation, where appropriate.

As part of this process, we annually assess 100% of our operating locations for human rights country-level risks (including child labor and forced labor) using a third-party platform.

Proposed and current human rights legislation is tracked by our central Sustainability team. We assess applicable legislation to determine compliance requirements before implementing required actions and incorporating them into our human rights management program.

As a multinational company, BD complies with various country-specific human rights regulations that require us to disclose our processes to ensure that our supply chain is free of modern slavery and to demonstrate that we have implemented a robust human rights due diligence program. Each statement is approved by their respective country-level boards. These statements are available in our Policy Center.

In 2025, we conducted a comprehensive gap assessment as part of a strategic readiness review for the EU Corporate Sustainability Due Diligence Directive (CSDDD) and leveraged our attribution analysis model to enhance CSDDD readiness preparations. We established a CSDDD working group and have a plan in place to prepare for compliance with the Directive.



Source: OECD Due Diligence Guidance for Responsible Business Conduct

Modern slavery

We've incorporated practices into our processes to ensure that modern slavery, human trafficking and child labor do not exist in our workforce. These include:

- We do not charge any of our associates recruitment fees and do not work with recruitment agencies that engage in this practice.
- We do not withhold our associates' identity documents, immigration documents, or any other personal documentation.
- We encourage our associates to report, without fear of retaliation, any matters related to human trafficking, modern slavery, or any other Human Rights violations.
- We provide BD associates with annual forced labor and human trafficking training, which is developed by a third party and administered online. This course is taken by any associate who interacts directly or indirectly with our suppliers, including associates who source, manage, and/or advise on supplier selection.
- We incorporate age verification into our new hire background screening process to ensure that child labor is not used.

Ethics and compliance

At BD, we are committed to a strong ethics and compliance culture that reinforces our reputation for quality and integrity. Our Compliance Program is a dynamic, enterprise-wide framework embedded in our core business processes, enabling us to Compete. Innovate. Deliver. With Integrity.

With oversight from the Audit Committee of our Board of Directors, BD maintains a comprehensive Compliance Program led by the chief ethics, compliance, and privacy officer. The program is designed to prevent and detect wrongdoing, promote compliance with applicable laws and policies, and foster a culture of integrity. The program operates in collaboration with the BD Compliance and Ethics Committee, which includes members of the executive leadership team. Integrated across our global business operations, the program is routinely evaluated and refined to ensure it remains aligned with our evolving business and the risks inherent in our global business.

As BD seeks to deliver on its Purpose of *advancing the world of health*™, this robust compliance structure safeguards our reputation and fosters ethical decision-making. Learn more about ethics and compliance at BD on BD.com.

Code of Conduct

The BD Code of Conduct ("Code") sets the foundation for how we live our values at BD and is a core component of our ethics and compliance program, providing guidance and resources to support ethical decision-making. It reflects BD's core value of doing what is right and guides how we make decisions and conduct business worldwide. We endeavor to follow laws, rules, and policies that apply to us and adhere to the highest ethical standards, even when there's no specific law or policy.

Everyone at BD—from officers to directors to associates—must follow our Code; it applies equally to all. BD associates receive information and training on the Code and other policies through periodic communications, annual trainings and resources available on our intranet and the Ethics and Compliance mobile app. Our Code is also publicly available on our website to help stakeholders understand the standards that guide our behavior.

At BD, we do not tolerate actions or behaviors that violate the Code, applicable laws and regulations, or BD's high ethical standards. Every BD associate, along with vendors and third parties acting on our behalf, shares responsibility for upholding these principles. We encourage and expect everyone to speak up—ask questions, raise concerns, seek guidance and report suspected violations.

Reporting ethics concerns

BD associates are obligated to report suspected violations of laws, industry codes, the Code, or BD policies in line with the BD Global Speaking Up Policy, unless restricted by law. BD takes all reports seriously and investigates them promptly, fairly, and thoroughly. BD prohibits retaliation against anyone who reports concerns in good faith or cooperates in investigations. BD strives to maintain an environment where all associates feel comfortable raising concerns or seeking guidance without fear of retaliation or discipline.

Associates and others can report ethics concerns through the BD Ethics Helpline or via email. The independently operated Helpline is available worldwide, 24/7, and offers translation services in most languages. Anonymous reports can be made where permitted by law. BD associates can also report violations to their supervisors, management, Human Resources, the Law Group, Internal Audit, or directly to Ethics and Compliance.

In FY 2025, BD's Ethics Office received approximately 1,100 contacts from individuals worldwide seeking guidance or reporting concerns. If warranted by facts identified through investigation, BD may take appropriate corrective action, including but not limited to changes to business practices and disciplinary action against associates who have engaged in misconduct or violated applicable laws or BD policies.

Antibribery and anticorruption

Integrity is essential to BD's success and reputation. As a result, we strictly prohibit bribery, corruption, and other improper behavior. Our global Ethics and Compliance team supports regional and local country management by incorporating compliance requirements into existing business practices and advising local management on anticorruption issues in line with local laws and regulations.

A key focus for BD is driving compliance across our third-party intermediary networks, helping to maintain strong business relationships and uphold our reputation. We advance these efforts through collaboration with business leaders to deliver consistent, clear policies, enhanced third-party intermediary life cycle management, and antibribery and anticorruption assessments conducted under Internal Audit's direction.

BD is committed to training all associates via both in-person, scenario-based sessions and learning management system courses on our global policies, including the Global Antibribery and Anticorruption Policy, Global Third-Party Life Cycle Management Policy, and the Global Standards for Interactions with Healthcare Professionals, Healthcare Organizations, and Government Officials. This includes risk-based training for associates that engage with third-party intermediaries, which focuses on relevant BD policies and applicable antibribery and anticorruption laws such as the Foreign Corrupt Practices Act. Associates are required to complete this training once every 18 months.

Privacy and data protection

Our business requires the collection, use, and transfer of large volumes of data, including personal data, processed via sophisticated and novel technologies with a global reach. As a result, BD is subject to privacy and data protection laws in most countries where we operate. To harmonize this diversified regulatory landscape and support the BD global business strategy, the BD Privacy Office oversees a Global Privacy Program designed to integrate applicable privacy-by-design principles and provisions into our processes, platforms, and products in a uniform manner.

The Privacy Program is designed to ensure enterprise-wide privacy compliance. It comprises 10 defined scope areas of compliance activity—the Privacy Building Blocks (see infographic)—which align with global privacy standards (e.g., NIST and ISO/ IEC privacy frameworks) and baseline requirements in privacy laws. The Privacy Program's privacy-by-design standards and procedures are embedded within BD businesses to ensure that privacy processes and controls are implemented directly where personal data is processed. The Privacy Office measures the Program's success and effectiveness through regular privacy reporting and a privacy maturity model that identifies areas for improvement and guides remediation priorities. Reports on enterprise privacy risk mitigation efforts are provided biannually with the Audit Committee of the Board of Directors.

BD's Global Privacy Policy, available to all BD associates in 19 languages, defines minimum enterprise-wide privacy standards. These standards are informed by region-specific policies and benchmarks and conform with local legal requirements such as HIPAA (United States), the General Data Protection Regulation (European Economic Area), the Personal Information Protection Law (China), the General Personal Data Protection Law (Brazil), and the Digital Personal Data Protection Act (India). All BD associates with personal data handling responsibilities receive regular training on the Global Privacy Policy.

Privacy building blocks

Strategy & Governance

Vision, mission and framework for Privacy at BD. Fit-for-purpose, self-sustaining, scalable privacy operating model.

Training & Awareness

Curriculum and tools to empower BD associates with general and tailored privacy knowledge and expertise.

Data Mapping & Life Cycle

Ongoing monitoring, documentation and assessment of all BD business processes using Personal Data.

Data Incidents

Processes and tools to enable BD to detect, document, assess and recover from incidents and Personal Data breaches.

Customer – Supplier Data

Appropriate due diligence and contractualization of Personal Data sharing with BD third parties.

Data Transfer

Legal mechanisms to facilitate the compliant flow of Personal Data through BD, and to external third parties.

Individual Rights

Transparent processing of Personal Data and fulfilment of requests from individuals related to privacy.

Written Standards

Policies, procedures and work instructions to empower BD associates with privacy expertise in their business activities.

Data Security

Technical and organizational controls to safeguard Personal Data handled by BD from harm and misuse.

Monitoring & Remediation

Reporting and key performance indicators to inform business decision-making and mitigate privacy enterprise risk.

A set of global procedures and work instructions is being developed and implemented to underpin the Privacy Program and establish consistent standards across BD in key areas of privacy and data protection laws, including privacy-by-design; privacy inventory and personal data mapping; technical and organizational security controls; personal data breach management; individual privacy rights management; and privacy compliance monitoring. BD maintains processes and dedicated communication channels to enable individuals (including BD associates, patients, and customers) to exercise their privacy rights and report data incidents or breaches. Country-specific Privacy Policies are also in place where local legal requirements provide supplementary guidance and provisions.

The BD Privacy Office oversees the Privacy Program and continuously monitors the regulatory landscape and enforcement trends. Staff adhere to standards set by privacy and industry associations (e.g., International Association of Privacy Professionals, International Pharmaceutical and Medical Device Privacy Consortium, AdvaMed, and MedTech Europe). The Program is further supported by a network of designated privacy champions across the enterprise.

BD's Privacy Office has also established enterprise-wide Privacy Focus Groups to address cross-business privacy issues in areas such as Artificial Intelligence and Machine Learning; Medical Device Interoperability and Cloud Computing; Data Governance and Life cycle Management; and Digitalization and Omnichannel. The function is currently expanding its scope and mandate and has been rebranded as the Privacy & Digital Law Office.

Ethics in sales and marketing

Interactions with healthcare professionals

BD has policies and procedures designed to comply with all applicable laws and regulations that govern the interactions between medical technology companies and healthcare professionals, healthcare organizations, and government officials in the many countries where we do business. To help support compliance, BD has adopted various industry codes, including those of AdvaMed, MedTech Europe, Asia Pacific Medical Technology Association (APACMed), Mecomed and Abimed. Key provisions of applicable industry codes are also incorporated into BD global policies, including the Global Standards for Interactions with Healthcare Professionals, Healthcare Organizations, and Government Officials. BD associates receive information and training on these codes and policies in several ways, including periodic communications and online and in-person training. Associates can access detailed information on our policies through our intranet and our Ethics and Compliance mobile app.

Product marketing

BD has policies and procedures governing the advertising and promotion of our products, solutions, and services designed to comply with applicable laws and regulations. Expectations for the promotion of our products are outlined in our Code of Conduct.

We believe that our advertising and promotion programs create a globally harmonized process for generating, reviewing, and approving advertising and promotional communications. These programs promote consistency in definitions, rules, principles, governance, and approval criteria to facilitate compliance across BD. A steering committee consisting of cross-functional representatives from marketing, medical affairs, regulatory affairs, and the law group oversee our advertising and promotion review and approval processes. Our global policy on advertising and promotion prohibits the development and distribution of advertising and promotional materials that have not been approved under the structure set out in the policy. All policies outline the obligation to report noncompliance, how to report it—including via the BD Ethics Helpline—and potential disciplinary action that could be taken for noncompliance.

All associates who are involved in the creation, review, and approval of advertising and promotional materials are required to complete annual training via the BD online training system. Training covers BD policies and procedures as well as our systems that are used to manage and track approvals.

Participation in the policymaking process

BD engages in public policy advocacy through ongoing, constructive, and transparent interactions with government officials and stakeholder groups. All advocacy activities are directed toward furthering the company's Purpose of *advancing the world of health*™, regardless of the personal political affiliations or views of any individual BD associate. Strong, long-term relationships with policymakers help us better understand unmet public health needs around the world. Our participation in the political process document is available on our website.

Public policy governance

The CGN oversees our engagement in the political process to promote ethical and transparent engagement, advance the company's Purpose, and comply with applicable laws and reporting requirements.

Public policy advocacy

Our Public Affairs team leverages our diverse experience, expertise, global reach, and collaborations to develop public policy positions that guide our advocacy efforts worldwide. The team also makes constructive contributions to policy discussions that are relevant to the company and the communities where we operate. A range of global public policy positions are available on our website.

Our engagement includes policy dialogue to advance regulatory and reimbursement frameworks that focus on the safety and efficacy of medical technologies, and timely patient access to them. We also promote tax policies that we believe enhance competitiveness and innovation, support policies and programs that advance biomedical research, and seek to expand access to care for all people.

In addition to the work of our Public Affairs team, we expand our reach by leveraging state and federal public policy consultants, collaboratively engaging on issues that impact our industry through trade associations, and advancing policy proposals focused on key priorities through advocacy coalitions. We continually evaluate our membership in these associations and choose to be involved in organizations that align with our Purpose and will bring the most value to BD. For calendar year 2025, BD spent approximately $4 million on salaries and expenses associated with lobbying in the United States.

We file quarterly reports regarding our federal lobbying activities with the Office of the Clerk of the House of Representatives and the Secretary of the Senate. These reports are available by searching for "Becton Dickinson" as a registrant on the U.S. Senate's website.

BD political action committee

As permitted under U.S. law, our company operates a political action committee (PAC). The BD PAC is a mechanism to enable eligible U.S. associates to voluntarily support candidates for elected office who share our perspectives and approaches to public policy issues. Contributions to the BD PAC are entirely voluntary and are governed by the BD PAC Bylaws. BD provides administrative support to the PAC as permitted under federal law.

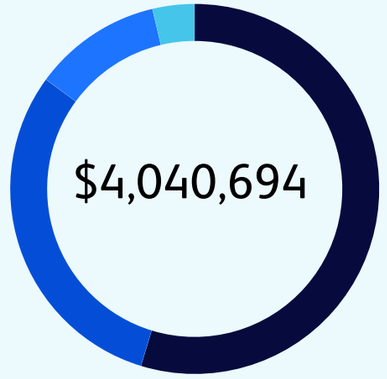
The BD PAC contributed $147,000 to candidates in calendar year 2025. All contributions made by the BD PAC are also publicly reported on government agency websites, including the Federal Election Commission's website. For annual reporting of itemized PAC contributions and any other corporate contributions, visit our website.

Process for corporate financial contributions

The company generally prohibits the use of corporate funds and assets to support U.S. federal or state candidates, political parties, ballot measures, or referendum campaigns. Exceptions require approval by the CEO, the general counsel, and a designated member of our CGN. Certain conditions must also be met for any political contributions outside of the United States.

Violations and compliance

BD maintains robust processes for reporting violations and validating compliance with law and company policy. Company personnel who believe they have witnessed illegal or unethical behavior relating to the company's political activities are encouraged to discuss the matter with their managers, senior managers, Human Resources representatives, the BD Law Group, or the Ethics and Compliance department. Any concerns may also be reported through the confidential Ethics Helpline (1-800-821-5452).



BD Associates	**$2,211,000**
Public Policy Consultants	**$1,227,000**
Trade Associations	**$453,694**
Issue Based Coalitions	**$149,000**

Engaging with governments in a transparent manner

The Center for Political Accountability (CPA) recognized BD with a rating of 100% in its 2025 CPA-Zicklin corporate political disclosure and accountability index, marking the ninth year in a row that we've received a perfect score for our transparency in conducting our political engagement.

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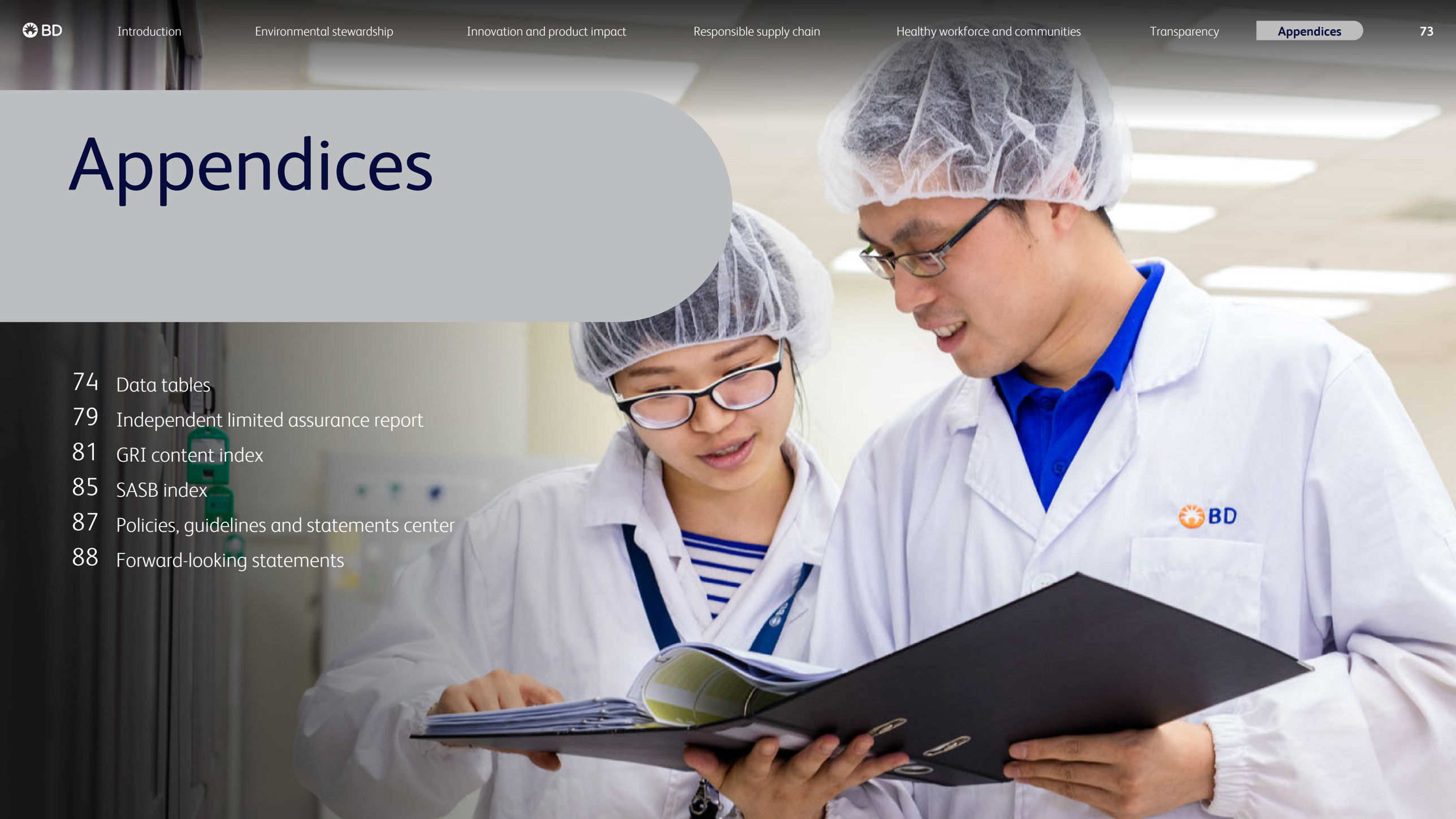


Data tables

GHG emissions – Scope 1 and 2 (location-based)

Metric tonnes CO_2e, absolute emissions	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Scope 1	160,569	164,449	163,418	168,954	181,949	178,772
Scope 2	419,015	410,986	409,502	394,320	395,815	393,767
Total scope 1 and 2	577,945	573,920	571,432	561,847	576,474	572,539
% reduction from baseline		-1%	-1%	-3%	0%	-1%

GHG emissions – Scope 1 and 2 (market-based)

Metric tonnes CO_2e, absolute emissions	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Scope 1	**160,568**	**164,448**	**163,417**	**168,954**	**181,949**	**178,772**
Diesel	4,301	4,138	5,254	3,884	3,611	3,767
Gasoline (Petrol)	63	76	86	81	93	68
Liquefied Petroleum Gas (LPG)	3,267	5,072	4,561	3,860	3,793	3,692
Natural gas	100,861	103,043	104,452	105,127	122,204	121,416
Number 2 fuel oil	3,928	3,627	3,287	3,225	3,456	3,200
Propane	14,823	12,226	11,960	11,486	8,926	7,161
Fleet	28,925	31,734	28,697	32,967	32,469	33,323
Other (dry ice, non-ODS refrigerants, jet fuel)	4,348	4,533	8,323	8,323	7,397	6,109
Scope 2	**338,528**	**281,796**	**270,216**	**242,620**	**229,864**	**202,513**
Electric power	447,614	436,668	436,322	414,889	418,358	418,592
Green electric power	-49,103	-101,395	-110,288	-114,950	-113,676	-122,357
Renewable Energy Credit (REC)	-59,983	-54,309	-57,198	-59,111	-77,634	-96,022
Steam	0	832	1,380	1,791	2,816	2,300
Total Scope 1 and 2	499,096	446,244	433,633	411,573	411,813	381,285
% reduction from baseline		-11%	-13%	-18%	-17%	-24%

Market-based: quantifies Scope 2 GHG emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own (e.g., utility-specific emission factors, renewable energy certificates).

GHG Emissions – Scope 3

	Metric tonnes CO_2e, absolute emissions	FY 2021 baseline	FY 2022	FY 2023	FY 2024	FY 2025	Percentage of total reported FY 2025 Scope 3 emissions
Category 1	Purchased goods and services	2,643,195	2,942,288	2,408,476	2,170,800	2,396,006	36%
Category 2	Capital goods	228,298	126,047	102,116	73,245	94,373	1%
Category 3	Fuel- and energy-related activities (not included in Scope 1 or 2)	177,128	114,916	121,700	127,240	114,410	2%
Category 4	Upstream transportation and distribution	681,256	621,759	614,922	882,777	942,364	14%
Category 5	Waste generated in operations	23,445	23,275	23,494	20,186	19,707	0%
Category 6	Business travel	33,571	58,651	92,696	107,902	21,290	0%
Category 7	Employee commuting	76,758	76,446	75,121	74,856	101,580	2%
Category 8	Upstream leased assets	754	619	0	0	0	0%
Category 9	Downstream transportation and distribution	332,420	306,859	305,366	395,278	448,745	7%
Category 10	Processing of sold goods	0	0	0	0	0	0%
Category 11	Use of sold products	262,033	281,742	342,164	325,327	283,111	4%
Category 12	End-of-life treatment of sold products	2,417,861	2,355,929	2,296,026	1,858,056	2,263,680	34%
Category 13	Downstream leased assets	3,134	1,940	0	0	0	0%
Category 14	Franchises	0	0	0	0	0	0%
Category 15	Investments	0	0	0	0	0	0%
Total Scope 3		**6,879,853**	**6,910,471**	**6,382,081**	**6,035,667**	**6,685,266**	**100%**

Energy

Energy consumption (MWh)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total non-renewable energy consumption (MWh)	**797,111**	**807,418**	**808,508**	**820,261**	**899,914**	**891,962**
Natural gas	555,682	567,496	575,259	578,973	673,024	668,682
Fleet fuels	112,134	123,020	111,291	129,318	126,987	130,644
Propane	70,190	57,890	56,630	54,389	42,264	33,909
Other fuels (Diesel, gasoline, jet fuel, liquefied petroleum gas, number 2 fuel oil)	58,760	58,630	64,939	57,066	57,021	58,175
Process derived fuel (hydrogen)	345	382	389	515	617	552
Purchased electricity and steam (non-renewable sources)	866,418	770,374	759,167	712,653	703,765	625,961
Total renewable energy consumption (MWh)	**264,794**	**410,714**	**478,298**	**469,996**	**517,488**	**576,057**
Purchased renewable electricity (e.g. PPAs, VPPAs, and renewable grid electricity)	142,352	284,770	339,469	335,666	347,538	370,447
Total energy consumption (non-renewable and renewable), absolute (MWh)	**1,928,324**	**1,988,507**	**2,045,973**	**2,002,910**	**2,121,167**	**2,093,980**
Total energy, normalized (MWh per $M COPS)	214	189	197	179	192	176
% reduction from baseline, normalized		-12%	-8%	-17%	-10%	-18%

Renewables as % of electric power consumption	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Electricity via REC purchases (%)	11%	10%	11%	10%	13%	16%
Electricity sourced from purchased renewable electricity (%)	13%	24%	28%	29%	29%	31%
Electricity sourced from onsite solar (%)	0.3%	0.4%	0.4%	1.0%	1.2%	1.5%
Total renewable electricity (%)	**23%**	**35%**	**39%**	**40%**	**43%**	**48%**

*** Excludes unbundled RECs purchased in 2019, since these are not included in our 2030+ target baseline.

Water

Water withdrawals (m3)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total water withdrawals	**5,552,557**	**5,189,908**	**5,700,864**	**5,593,654**	**5,621,961**	**5,399,631**
Water – Purchased from local utility	4,861,223	4,520,985	4,420979	4,900,703	4,967,892	4,923,036
Water – Groundwater	556,817	597,812	634,457	586,159	492,743	319,851
Water – Rainwater	1,629	302	9,456	9,693	8,534	11,983
Water – Recycled	3,174	3,885	3,536	3,549	2,705	8,482
Water – Surface Water	129,714	166,931	111,621	93,550	150,087	136,279
Total water withdrawals, normalized (cubic meters per $M COPS)	617	494	549	499	509	453
% reduction from baseline, normalized		-20%	-11%	-19%	-18%	-27%

Wastewater disposal (m3)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Wastewater	4,797,191	4,198,983	4,292,589	4,262,615	4,322,740	4,009,821
Total wastewater disposed, normalized (cubic meters per $M COPS)	533	400	413	381	391	337
% wastewater discharged	86%	81%	75%	76%	77%	74%

Air emissions

Air emissions (metric tonnes)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total VOCs + HAPs emitted	657	615	595	544	464	446
Total VOCs emitted	531	527	504	468	396	412
Total HAPs emitted	125	88	92	76	68	34
Total VOCs + HAPs emitted, normalized (metric tonnes per $M COPS)	0.07	0.06	0.06	0.05	0.04	0.04
Total HAPs emitted, normalized (metric tonnes per $M COPS)	0.01	0.01	0.01	0.01	0.01	0.00
Total VOCs emitted, normalized (metric tonnes per $M COPS)	0.06	0.05	0.05	0.04	0.04	0.04
% reduction from baseline, normalized		-19%	-22%	-33%	-42%	-49%

VOCs – volatile organic compounds

HAPs – hazardous air pollutants

Ozone-depleting substances emissions	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total ozone-depleting substances (ODS) emitted (metric tonnes)	105.0000	22.0000	3.0000	2.0000	1.0000	0.1032
Total ODS emitted, normalized (metric tonnes per $M COPS)	0.0117	0.0021	0.0003	0.0002	0.0001	0.00001
% reduction from baseline, normalized		-82%	-97%	-99%	-99%	-99.9%

Waste

Nonhazardous waste generated (metric tonnes)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total nonhazardous waste generated	70,882	75,203	76,383	75,709	73,102	78,598
Total nonhazardous waste disposed via landfill	18,668	19,957	21,115	22,272	18,922	16,544
% nonhazardous waste diverted from landfill	74%	73%	72%	71%	74%	79%
Total nonhazardous waste recycled	41,892	43,637	44,603	42,796	45,173	52,413
% nonhazardous waste recycled	59%	58%	58%	57%	62%	67%
Total nonhazardous waste disposed via incineration	10,321	11,609	10,665	10,641	9,007	9,642
% nonhazardous waste incinerated	15%	15%	14%	14%	12%	12%
Total nonhazardous waste generated, normalized (metric tonnes per $M COPS)	7.87	7.16	7.35	6.76	6.61	6.60
% reduction from baseline, normalized		-9%	-7%	-14%	-16%	-16%

Hazardous waste generated (metric tonnes)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total hazardous waste generated	3,270	3,055	3,306	3,223	3,775	3,875
Total hazardous waste generated, normalized (metric tonnes per $M COPS)	0.36	0.29	0.32	0.29	0.34	0.33
% reduction from baseline, normalized		-20%	-12%	-21%	-6%	-10%

Regulated (biohazardous and controlled) waste generated (metric tonnes)	FY 2019 baseline	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total regulated waste generated	1,513	1,565	1,658	1,275	1,606	1,952
Total regulated waste generated, normalized (metric tonnes per $M COPS)	0.17	0.15	0.16	0.11	0.15	0.16
% reduction from baseline, normalized		-11%	-5%	-32%	-14%	-3%

BD EHS Corporate standards define categories of waste as follows:

Nonhazardous Waste – Any garbage, refuse, solid, liquid, semi-solid or contained gaseous substance, object or material that is not harmful to humans or the environment that is discarded, inherently waste-like, disposed of or intended to be recycled.

Hazardous Waste – Any solid, liquid, semi-solid or contained gaseous substance, object or material that is harmful to humans or the environment that is abandoned, discarded, inherently waste-like, disposed of or intended to be disposed of.

Regulated Medical Waste (RMW) – Wastes that are regulated by specific federal (national), state and local guidelines and regulations that specify the categories of biohazardous waste that are subject to regulation and outline the requirements associated with treatment and disposal.

Biohazardous Waste – Sometimes called medical waste, refers to waste that has the risk of carrying infectious diseases. Biohazardous waste may include, but is not limited to, these broad categories:

- cultures and stocks of infectious agents and associated biologicals – specimens from medical and pathology laboratories; cultures and stocks of infectious agents from clinical, research and industrial laboratories; disposable culture dishes and devices used to transfer, inoculate and mix cultures; waste from the production of biologicals; discarded live and attenuated vaccines.
- human blood and blood products – waste blood, serum, plasma and blood products.
- pathological waste – tissue, organs, body parts, blood and body fluid.
- sharps – contaminated hypodermic needles, syringes, scalpel blades, Pasteur pipettes and broken glass.
- contaminated animal carcasses, body parts and bedding – contaminated animal carcasses, body parts and bedding of animals that were intentionally exposed to pathogens.
- miscellaneous laboratory waste – contaminated specimen containers, slides, cover slips, disposable gloves, lab coats, aprons, towels, padding, equipment and tubing.

Controlled Waste – A waste that requires special handling due to its physical, chemical or biological characteristics or local regulations.

Key quality indicators

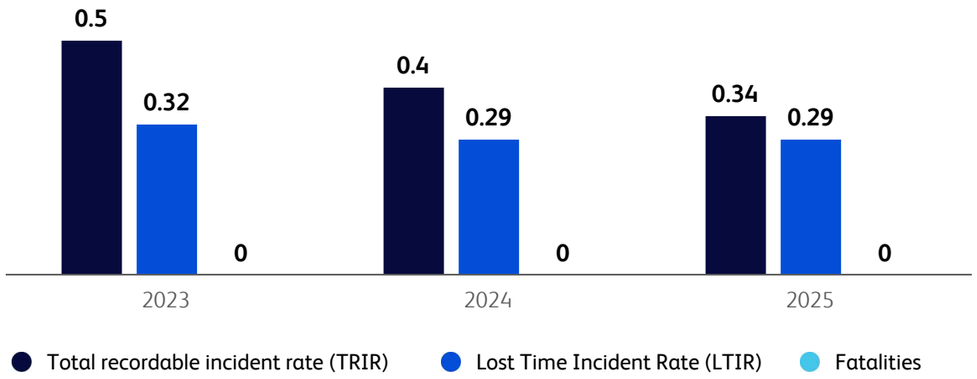
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of FDA Class I recalls	3	1	1	1	6
Number of FDA Class II recalls	25*	23	26	27	32
Number of FDA Class III recalls	10	11	8	7	3
Number of FDA warning letters received	0	0	0	1	1
Number of FDA warning letters resolved	0	0	0	0	0
Products listed in FDA MedWatch Safety Alerts	See FDA's MedWatch: The FDA Safety Information and Adverse Event Reporting Program				
Number of serious injuries and deaths related to BD products	See FDA's Manufacturer and User Facility Device Experience (MAUDE)				

Data for previous years can be found in the appendices.

Note these FY 2024 data do not include the Advanced Patient Monitoring acquisition from Edwards Lifesciences. Data from that acquisition, which was completed in FY 2024, will be included beginning with FY 2025 reporting. Data in this table includes embecta, prior to the FY 2022 spin-off.

* Includes one recall related to emebcta, prior to the spin-off

Health and safety



Inspection and audits

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of product quality – inspections by worldwide regulatory agencies *	41	54	46	56	60
Percentage with zero observations	68%	78%	76%	76%	80%
Number of FDA inspections	4	10	15	7	6
Percentage with zero observations	50%	60%	73%	71%	67%
Number of corporate audits	65	74	61	51	101

Data in this table includes embecta, prior to the FY 2022 spin-off.

This table also includes audits at locations affected by the divestiture of BD's Surgical Instrumentation platform to Steris and corporate quality audits of newly acquired locations.

* Includes health authorities, departments of agriculture, drug enforcement agencies, etc.

Research and development (R&D) investment

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
R&D expense (millions of dollars)	$1,279	$1,256	$1,237	$1,190	$1,265
% of revenues	6.7%	6.7%	6.4%	5.9%	5.8%

Independent limited assurance report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Becton Dickinson and Company ("BD") to provide limited assurance in relation to the Selected Information set out below and presented in the Becton Dickinson's FY 2025 Corporate Sustainability Report (the "Report").

Engagement summary

Scope of our assurance engagement

Whether the following Selected Information for FY 2025, as indicated on Pages 74-77 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

Selected information

GHG emissions

- Total Scope 1 GHG emissions [$MTCO_2e$]
- Total Scope 2 GHG emissions (location-based and market-based) [$MTCO_2e$]
- Scope 3 GHG emissions [$MTCO_2e$] from each of the following categories:
  - Category 1 – Purchased goods and services
  - Category 12 – End-of-life treatment of sold products

Energy

- Total energy consumption [MWh]
- Total energy consumption from electricity [MWh]
- Total energy consumption from fuels [MWh]

Water

- Total water withdrawal [m^3]

Waste

- Total non-hazardous waste [MT]
- Total hazardous waste [MT]
- Total regulated and controlled waste [MT]
- Total non-hazardous waste recycled [MT]

Air emissions

- Total VOC + HAP emissions [MT]
- Total ODS emissions [MT]

Reporting period

Fiscal Year (FY) 2025: 1st October 2024 – 30th September 2025

Reporting criteria

- Becton Dickinson's Basis of Reporting (as disclosed on BD's "Policies, Guidelines and Statements Center" website)
- The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions
- GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions)
- The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions

Assurance standard and level of assurance

We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective responsibilities

BD is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.

ERM CVS' responsibility is to provide a conclusion to BD on the agreed assurance scope based on our engagement terms with BD, the assurance activities performed and exercising our professional judgement.

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for FY 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated FY 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting visits to three BD manufacturing sites in Pont de Claix (France), Juarez Homecare (Mexico), and Fraga (Spain) to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

March 28, 2026
Malvern, PA

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com

The limitations of our engagement

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to BD in any respect.

GRI content index

Statement of use	Becton, Dickinson & Company has reported the information cited in this GRI content index for the period October 1, 2024 to September 30, 2025, with reference to the GRI Standards.

GRI Standard	Disclosure	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Introduction - About BD
	2-2 Entities included in the organization's sustainability reporting	Introduction - About this report
	2-3 Reporting period, frequency and contact point	Introduction - About this report
	2-4 Restatements of information	Introduction - About this report - Restatements and additions
	2-5 External assurance	Introduction - About this report
	2-6 Activities, value chain and other business relationships	Introduction - About this report
		2025 Form 10-K
	2-7 Employees	Healthy workforce and communities - Transforming healthcare
	2-9 Governance structure and composition	Transparency - Corporate governance
		2026 Proxy Statement
	2-10 Nomination and selection of the highest governance body	2026 Proxy Statement
	2-11 Chair of the highest governance body	2026 Proxy Statement
	2-12 Role of the highest governance body in overseeing the management of impacts	Transparency - Corporate governance
	2-13 Delegation of responsibility for managing impacts	Transparency - Corporate governance
	2-14 Role of the highest governance body in sustainability reporting	Transparency - Corporate governance
	2-16 Communication of critical concerns	2026 Proxy Statement
	2-17 Collective knowledge of the highest governance body	Transparency - Corporate sustainability oversight
	2-18 Evaluation of the performance of the highest governance body	2026 Proxy Statement
	2-19 Remuneration policies	2026 Proxy Statement
	2-20 Process to determine remuneration	2026 Proxy Statement
	2-22 Statement on sustainable development strategy	Introduction - Together We Advance
	2-23 Policy commitments	Introduction - Together We Advance
	2-24 Embedding policy commitments	Transparency - Corporate governance
	2-25 Processes to remediate negative impacts	Transparency - Corporate governance
	2-26 Mechanisms for seeking advice and raising concerns	Transparency - Ethics and compliance
		Transparency - Human rights
	2-27 Compliance with laws and regulations	Product impact - Product quality
		Transparency - Ethics and compliance
		Healthy workforce and communities - Environmental, health and safety management
	2-28 Membership associations	Innovation and Product impact - Product quality

GRI Standard	Disclosure	LOCATION
	2-29 Approach to stakeholder engagement	Introduction - Stakeholder engagement
	2-30 Collective bargaining agreements	Not disclosed. Our Global Human Rights policy states that we are committed to support the freedom of association and the rights of workers and employers to bargain collectively in all of our operations.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction - Materiality assessment
	3-2 List of material topics	Introduction - Materiality assessment
	3-3 Management of material topics	Introduction - Materiality assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Form 10-K Responsible supply chain - Global supplier inclusion program
	201-2 Financial implications and other risks and opportunities due to climate change	Climate-related Disclosures
	201-3 Defined benefit plan obligations and other retirement plans	2025 Form 10-K
	201-4 Financial assistance received from government	2025 Form 10-K
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Responsible supply chain - Global supplier inclusion program Healthy workforce and communities - Health access
	203-2 Significant indirect economic impacts	Responsible supply chain – Global supplier inclusion program Healthy workforce and communities - Health access
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible supply chain – Global supplier inclusion program
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Transparency - Ethics and compliance
	205-2 Communication and training about anti-corruption policies and procedures	Transparency - Ethics and compliance
	205-3 Confirmed incidents of corruption and actions taken	While we have implemented, and continue to improve upon, programs and management systems around ethics and compliance, we may, on occasion, be subject to legal actions. For a description of certain legal actions, see our Annual Report on Form 10-K for our 2025 fiscal year and our subsequent SEC filings. See also Transparency - Ethics and Compliance.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	While we have implemented, and continue to improve upon, programs and management systems around ethics and compliance, we may, on occasion, be subject to legal actions. For a description of certain legal actions, see our Annual Report on Form 10-K for our 2025 fiscal year and our subsequent SEC filings. See also Transparency - Ethics and compliance.
GRI 301: Materials 2016	301-2 Recycled input materials used	Due to the nature of our products and the need for consistence and traceability in order to adhere to stringent quality and performance criteria, we are unable to use recycled materials in the majority of our products and packaging. However, a number of our sharps disposal solutions do utilize recycled content.
	301-3 Reclaimed products and their packaging materials	Innovation and product impact - Partnerships, collaborations and thought leadership

GRI Standard	Disclosure	LOCATION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental stewardship - Energy, Data tables - Energy
	302-2 Energy consumption outside of the organization	Environmental stewardship - Energy, Data tables - Energy
	302-3 Energy intensity	Environmental stewardship - Energy, Data tables - Energy
	302-4 Reduction of energy consumption	Environmental stewardship - Energy, Data tables - Energy
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental stewardship - Water management
	303-3 Water withdrawal	Data tables - Water
	303-4 Water discharge	Data tables - Water
	303-5 Water consumption	Data tables - Water
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Data Tables - GHG emissions – Scopes 1 and 2
	305-2 Energy indirect (Scope 2) GHG emissions	Data Tables - GHG emissions – Scopes 1 and 2
	305-3 Other indirect (Scope 3) GHG emissions	Data Tables - GHG emissions – Scope 3
	305-4 GHG emissions intensity	Environmental stewardship
	305-5 Reduction of GHG emissions	Data tables - GHG emissions - Scopes 1 and 2, Scope 3
		Environmental stewardship - Planning for our transition to net zero
	305-6 Emissions of ozone-depleting substances (ODS)	Data tables - Air emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We report emissions of Hazardous Air Pollutants (HAPs) as regulated by the EPA. These are found in Data tables - Air emissions.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental stewardship - Waste
	306-2 Management of significant waste-related impacts	Environmental stewardship - Waste
	306-3 Waste generated	Environmental stewardship - Waste
		Data tables - Waste
	306-4 Waste diverted from disposal	Environmental stewardship - Waste
		Data tables - Waste
	306-5 Waste directed to disposal	Environmental stewardship - Waste
		Data tables - Waste
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible supply chain – Supplier human rights and environmental due diligence
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible supply chain – Supplier human rights and environmental due diligence
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Healthy workforce and communities - Transforming healthcare
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Healthy workforce and communities - Compensation, benefits and well-being
	401-3 Parental leave	Healthy workforce and communities - Compensation, benefits and well-being

GRI Standard	Disclosure	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Healthy workforce & communities - Environmental, health and safety Healthy workforce & communities - Health & safety
	403-2 Hazard identification, risk assessment, and incident investigation	Healthy workforce & communities - Hazard and risk assessment Healthy workforce & communities - Health & safety
	403-3 Occupational health services	Healthy workforce & communities - Health & safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Healthy workforce & communities - Health & safety
	403-5 Worker training on occupational health and safety	Healthy workforce & communities - Health & safety
	403-6 Promotion of worker health	Healthy workforce & communities - Health & safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Healthy workforce & communities - Health & safety
	403-8 Workers covered by an occupational health and safety management system	Healthy workforce & communities - Health & safety
	403-9 Work-related injuries	Healthy workforce & communities - Health & safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Healthy workforce & communities - Transforming healthcare
	404-2 Programs for upgrading employee skills and transition assistance programs	Healthy workforce & communities - Transforming healthcare
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Healthy workforce & communities - Transforming healthcare
	405-2 Ratio of basic salary and remuneration of women to men	Healthy workforce & communities - Transforming healthcare
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Healthy workforce & communities - Transforming healthcare, Transparency - Human rights
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible supply chain – Supplier risk and resiliency Responsible supply chain - Supplier human rights and environmental due diligence
	414-2 Negative social impacts in the supply chain and actions taken	Transparency - Supplier human rights and environmental due diligence
GRI 415: Public Policy 2016	415-1 Political contributions	Transparency - Participation in the policymaking process
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product impact - Product quality
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product impact - Product quality
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Impact - Materials of concern and product stewardship Transparency - Ethics in sales & marketing

SASB index

SASB disclosure	Disclosure requirement	Response or disclosure location
HC-MS-250a.1	Number of recalls issued, total units recalled	Innovation and product impact - Quality oversight and performance monitoring
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	Innovation and product impact - Quality oversight and performance monitoring
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Innovation and product impact - Quality oversight and performance monitoring
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMPs), by type	Innovation and product impact - Quality oversight and performance monitoring
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	While we have implemented, and continue to improve upon, programs and management systems addressing product marketing, we may, on occasion, be subject to legal actions. For a description of certain legal actions, see our Annual Report on Form 10-K for our 2025 fiscal year and our subsequent SEC filings on our website.
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Transparency - Ethics in sales and marketing
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Innovation and product impact - Materials of concern and product stewardship; BD Sustainable Medical Technology Institute; Product quality
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled or donated, broken down by (1) devices and equipment and (2) supplies	Innovation and product impact - Design for Sustainability, Partnerships, collaborations, and thought leadership
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Innovation and product impact - Product quality
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	BD has implemented a series of procedures and technology solutions to ensure end-to-end identification and traceability of materials and products throughout the supply chain. Our procedures describe assignment of stock-keeping unit level (SKU-level) material, product and batch unique identifiers, as well as how these identifiers are managed within our enterprise resource planning (ERP) systems. These traceability and identification principles also include BD's purchased finished goods. Traceability is maintained throughout all stages of manufacturing, storage and distribution, from receipt through and including installation, return and repair (where applicable). Additionally, BD has acquired and deployed a control tower solution that monitors and tracks real-time shipments across ocean, air and ground to internal and customer ship-to addresses.

SASB disclosure	Disclosure requirement	Response or disclosure location
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Responsible supply chain - Supplier risk and resiliency
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	While we have implemented, and continue to improve upon, programs and management systems for ethics and compliance, we may be subject to legal action from time to time. See our Annual Report on Form 10-K and other SEC filings available on our website. For further information about antibribery and corruption, see Transparency - Ethics and compliance.
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Transparency - Ethics in sales and marketing

Policies, guidelines and statements center

The following list provides links to commonly referenced BD documents.

BD Websites	Definition
About BD	Includes information about BD business segments, leadership, and ethics and compliance
Careers website	Career opportunities at BD
Cybersecurity	Links to the Trust center, bulletins and patches, vulnerability disclosures, and cybersecurity reports
ESG / Sustainability	Sustainability (including report archive), Global Public Health and Social Investing
Inclusion, diversity, equity and engagement	Information about inclusion, diversity, equity and engagement at BD
Investor relations	Our financial reports and SEC filings; press releases, events and presentations; and corporate governance information, including public policy positions and PAC and corporate contributions
Newsroom	Latest BD news, the BD blog and sustainability news
Quality transparency center	Provides easier access to recall and field action information

BD corporate policies & brands
BD Brand List
BD Code of Conduct
BD Expectations for Suppliers
Clinical Trial Publication Policy
Data Protection Notice – Customers in Europe
Materials of Concern List
Conflict Minerals Policy
Global Antibribery and Anticorruption Policy
Global EHS Policy
Global External Funding Policy
Global Humane Handling Care and Use of Animals Policy
Global Human Rights Policy
Privacy statement

Human rights, climate and conflict minerals regulatory statements & disclosures
Australia Modern Slavery and Human Trafficking Statement
California Transparency in Supply Chains Act
Canada Fighting Against Forced Labour and Child Labour in Supply Chain Act Disclosure
Germany Supply Chain Act (LkSG Declaration of Principles)
Norwegian Transparency Act Disclosure
U.K. Modern Slavery and Human Trafficking Statement
U.K. Carbon Reduction Plan
Form SD, Specialized Disclosure Report – Conflict Minerals

To find out more about sustainability at BD or to provide feedback on our reporting, please contact: BD_Sustainability_Office@bd.com.

This report contains information about BD and its operations around the world. Statements regarding our future business direction and intent represent goals and objectives only and are subject to change or withdrawal without notice. Statements in this report regarding goals, targets and commitments are aspirational and may also be based on estimates and assumptions under developing standards that may change in the future; as such, no guarantees or promises are made that they will be met or successfully executed, and actual results may differ, possibly materially. These statements are based on plans, estimates and projections as of the time they are made, and therefore undue reliance should not be placed on them. Furthermore, data, statistics and metrics included in this report are non-audited estimates, are not necessarily prepared in accordance with generally accepted accounting principles (GAAP), continue to evolve, and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision. This report covers BD's global operations for the fiscal year ended September 30, 2025, and has not been externally assured or verified by an independent third party, unless otherwise noted. This report represents our current policy and intent and is not intended to create legal rights or obligations. We undertake no obligation to update the statements or information contained in this report.

Cautionary statement regarding forward-looking statements

This report contains certain forward-looking statements within the meaning of the federal securities laws regarding BD's business, strategy, goals, commitments and objectives, including the achievement of the targets, goals, commitments and objectives in this report. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those expressed, projected, anticipated or implied in such statements. All statements, other than statements of historical facts, may be forward-looking statements. Some forward-looking statements may be identified by the use of words such as "plan," "expect," "believe," "intend," "will," "may," "anticipate," "estimate," "target," and other words of similar meaning in conjunction with, among other things, discussions of future operations and financial performance and strategy for growth, future product development, regulatory approvals, competitive position, sustainability initiatives and expenditures. Readers should not place undue reliance on forward-looking statements. Forward-looking statements are, and will be, based on management's then-current views and assumptions regarding future events, developments and operating performance, and speak only as of their dates. Statements regarding the targets, goals, commitments and objectives in this report may include statistics or metrics that are based on estimates and assumptions under developing standards that may change in the future. Such targets, goals, objectives and commitments are not intended to be promises or guarantees, and actual results may differ, possibly materially. It is not possible to predict or identify all of these risks and uncertainties, many of which are beyond BD's control, including, without limitation, challenges relating to economic, competitive, governmental and technological factors affecting BD's operations, markets and products, and other factors listed in BD's 2025 Annual Report on Form 10-K and other filings with the Securities and Exchange Commission (SEC). 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. The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information regarding BD, please see our 2025 Annual Report on Form 10-K and other filings with the SEC.

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