



Your guide to retiring from BD

**A guide to your options
and the steps required**

For U.S. BD associates

We are **the supporters of**
your journey to discover
what's **possible**





Welcome to your guide to retiring from BD

What's inside

Overview: taking the next step into retirement

An overview of retirement income and medical benefits available to you and what it means to retire from BD

3

Your sources of retirement income

Planning, saving and understanding your retirement income and health benefits

8

Health benefits

20

7 steps to retirement

Review the steps you need to take before you retire

25

Countdown to retirement: Your “to do” list

Guidelines for the months up to and shortly after retirement

30

Important resources and contacts

Telephone numbers, websites and contact information

34



As you read this guide, look out for this symbol, which denotes an area to consider as you plan for your future.



Overview: taking the next step into retirement

At BD, we understand how important it is for you to make informed decisions as you plan for the future and think about what's next for you. This guide offers an overview of benefits and resources to help you as you plan for your retirement.

Get help from the experts

For overall support with retirement planning, take advantage of financial planning services from Goldman Sachs Ayco, available at no cost to you.

You can contact Goldman Sachs Ayco at 800.334.0823 (or visit them at ayco.com/login/bd) to set up an appointment with a financial counselor.

Keep your information up to date

You should update your contact information with the BD Associate Service Center (ASC) even after you leave BD by contacting 855.234.3577 so that you receive all the information you need.

It's also important to designate a beneficiary(ies) for any retirement savings and life insurance benefits, as well as bank accounts and annuities so that your benefits and other assets are paid according to your wishes in the event of your death. You should also review and update your beneficiary designations if you get married, divorced, have a child or lose a loved one.

To name or update beneficiaries, visit each plan's website (they're listed in "Important resources and contacts" on page 35).

Things to consider as you plan your future

In addition to thinking about retirement benefits and payout options, there are financial, lifestyle and well-being factors you should take into account as you make your plans.

How much money will you need when you retire?

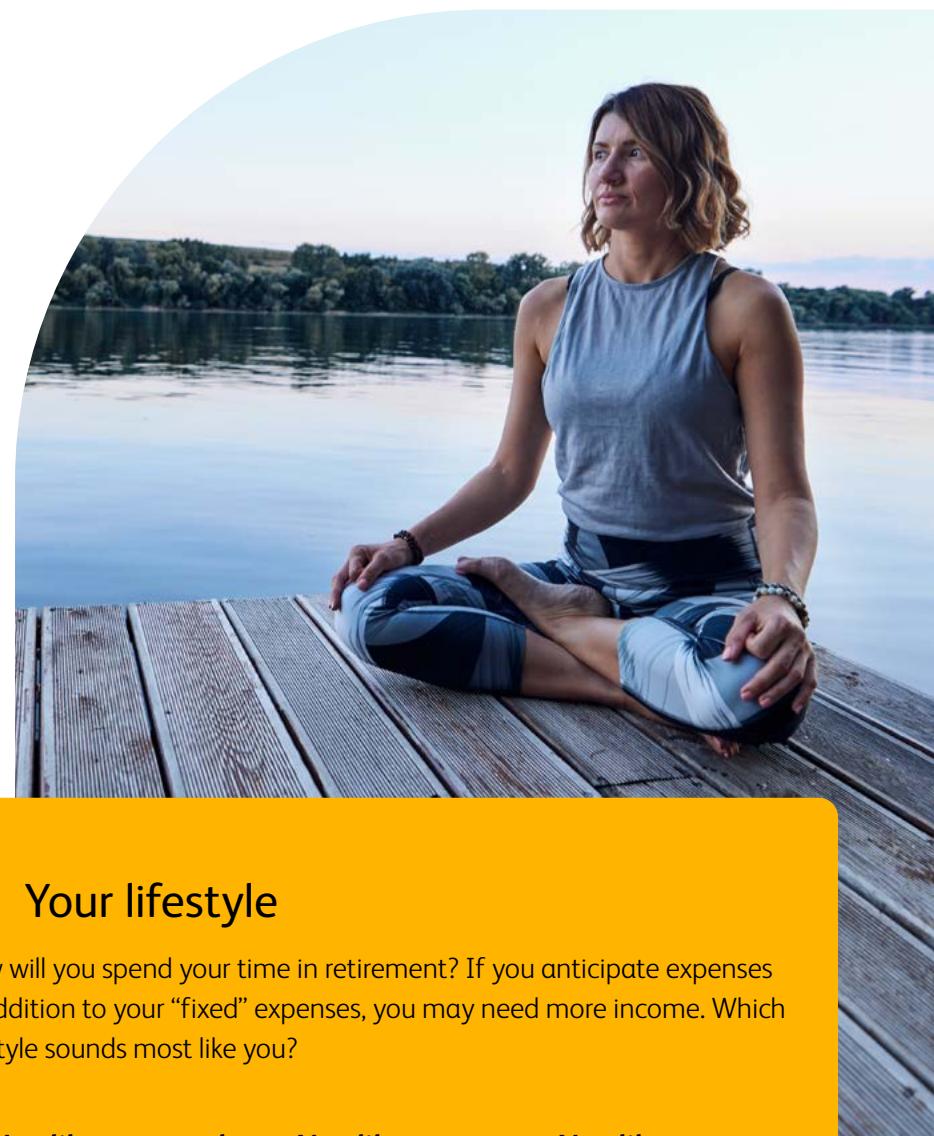
A key part of developing an effective retirement income strategy is setting attainable goals. You'll want to understand how much income you'll need so you can make a plan that's right for you.

While you're working, you have a certain amount of income to cover all your expenses, as well as your savings, leisure, charitable giving, etc. Once you retire, your spending habits will change, shifting your income needs. Some expenses may go down—no more work clothes and commuting costs, for example, and perhaps no more mortgage payments. However, some expenses may increase, such as healthcare costs.

Generally, experts suggest you'll need between 70% and 90% of your pre-retirement annual income to maintain a similar standard of living in retirement.



For example, if your income before retirement is \$75,000, you might aim for \$60,000 a year (which is 80% of \$75,000) after you retire.



Your lifestyle

How will you spend your time in retirement? If you anticipate expenses in addition to your “fixed” expenses, you may need more income. Which lifestyle sounds most like you?

You like to spend time at home

\$

You like to entertain

\$\$

You like to take trips

\$\$\$

Managing your finances during retirement

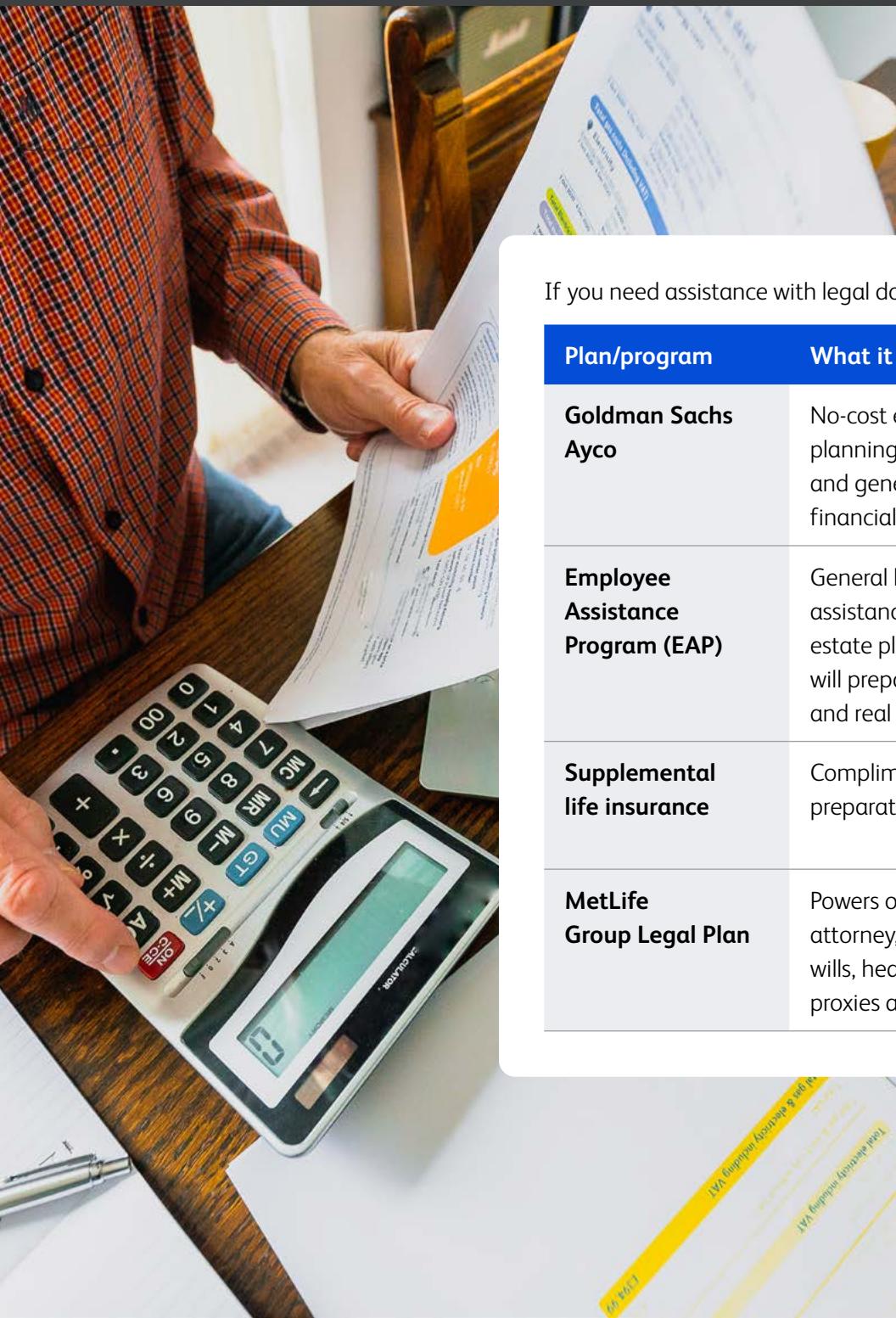
There are five steps to making sure your financial plan addresses all your needs:

- 1 **Make a budget.** Create a budget, based on your adjusted income after retirement, to cover the lifestyle you want to lead in retirement, including trips, hobbies and personal interests. Take advantage of retirement discounts and savings where possible.
- 2 **Reduce your debt.** If you're retiring and planning to live off your retirement benefits and personal savings, it's important to reduce your debt as much as possible. Do what you can now to pay off your loans and credit card debt while you're still earning income.
- 3 **Maintain an emergency fund.** Some situations—like a car repair or a death in the family—need immediate attention, but you don't want to dip into your savings and throw your whole financial plan off track. So keep three to six months of living expenses handy in an account that you otherwise don't touch—just in case.
- 4 **Keep insurance coverage up to date.** Review the insurance policies that protect your assets in case of death, inability to work or a need for long-term care.
- 5 **Get help with estate planning.** Roughly half of Americans don't have a will, but most people who have assets or young children should have one in case something happens. You should also consider who will make financial or health decisions for you if you can't make them yourself. If you already have a will or trust, financial power of attorney and healthcare proxy documents in place, you may want to review them periodically—along with your beneficiary designations—to ensure they still represent your wishes. Be sure to keep them in a safe place and let your family know where to find them.



Your family

Do you have children to support or parents to care for? You'll need a savings/budgeting strategy that works for all of you.



If you need assistance with legal documents, BD offers several benefits that can help:

Plan/program	What it provides	Who is eligible	How to contact
Goldman Sachs Ayco	No-cost estate planning and general financial planning	All associates	Visit ayco.com/login/bd or call 800.334.0823
Employee Assistance Program (EAP)	General legal assistance, including estate planning, will preparation and real estate	All associates	Call Cigna at 800.997.1463 or visit my.cigna.com
Supplemental life insurance	Complimentary will preparation services	Associates enrolled in supplemental life	Visit MetLife at metlife.com/mybenefits or call MetLife at 800.638.6420
MetLife Group Legal Plan	Powers of attorney, trusts, wills, healthcare proxies and more	Associates enrolled in the MetLife Group Legal Plan	Visit legalplans.com or call MetLife at 800.438.6388

Retirement eligibility and how your benefits are affected

For some BD benefits, the amount of the benefit and the payment options available to you depend on whether you meet BD's definition of "retirement-eligible" when you leave the company.

At BD, you meet the definition of retirement-eligible when you are:

- 55 or older with 10 or more years of service, or
- 65 or older with at least five years of service.

If you satisfy these age and service requirements when you leave BD, you will be able to maximize your benefits under BD's plans as follows:

- **BD Retirement Plan:** In general, if you wait until you're 65 to leave BD, you will be eligible to receive the maximum amount payable from the plan. In addition, certain tax penalties will no longer apply.
- **Deferred Compensation Plan (DCP) and the Restoration Plan:** If you participated in either of these plans, your retirement-eligible status will determine the distribution process.
- **Long-Term Incentive Plan (LTI):** Any unvested equity awards may become vested if you leave BD after becoming retirement-eligible. Vesting means that you can initiate transactions to exercise or sell LTI awards.
- **Retiree medical benefits:** These benefits are available to certain eligible associates based on legacy company, age and years of service.



Other tax-advantaged benefits

The following benefits are not affected by whether you meet BD's retirement-eligible requirements, but under federal law, if you withdraw money from these accounts before you reach retirement age, you may pay more in taxes:

- **401(k) Plan:** Certain tax penalties will no longer apply if you wait until you are at least 59½ before taking a distribution.
- **Health Savings Accounts (HSAs):** You can take penalty-free withdrawals for any reason after you're 65; withdrawals for qualified medical expenses will be both penalty-free and tax-free at any age.



Your sources of retirement income

BD knows that financial wellness is an important part of your overall well-being. BD offers valuable benefits and services to support your current and future financial goals. These benefits can help you build a reliable source of retirement income. Available government benefits will provide another important source, and your personal savings and other assets or income sources will make up the rest. Your retirement savings strategy will need to take all of these sources into consideration.

Your retirement benefits at a glance

Depending on the length of your career at BD, you may have benefits from a variety of BD-provided plans and programs. Social Security benefits and personal savings help round out your overall income in retirement:



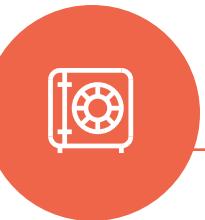
BD retirement benefits

- BD 401(k) Plan
- BD Retirement Plan (Pension)
- BD Long-Term Incentive (LTI) Plan
- Health Savings Accounts (HSAs)



Government benefits

- Social Security
- Medicare



Personal savings

- Savings accounts
- Retirement benefits from a previous employer
- Spouse's/partner's retirement benefits
- Additional life insurance
- Other assets or investments



Need help planning your finances?

BD offers you FREE confidential, unbiased financial planning services through Goldman Sachs Ayco while you remain actively employed.

Goldman Sachs Ayco coaches can help you make the best use of your BD benefits and develop a retirement savings strategy that will work for your personal situation. To sign up for coaching, call Goldman Sachs Ayco at 800.334.0823 or visit ayco.com/login/bd.

Retirement income benefits

The BD 401(k) Plan

Overview

The BD 401(k) Plan provides a convenient, tax-advantaged way to save for your future. You contribute your own money, and BD matches 75% of the first 6% of your contributions. Be sure to contribute at least 6% so you don't lose out on this free money!

The Internal Revenue Service (IRS) limits the amount you can contribute to the plan each year and also limits how much BD can contribute on your behalf. These limits are adjusted annually, and you will be notified when they change.

You can select from a variety of investment options that range from conservative to aggressive, making it easy for you to develop a well-diversified investment portfolio.

Need help with your savings?

- Contact Fidelity to get more information about your investments and to model your account growth at various contribution rates: visit netbenefits.com or call 866.715.2068.
- For help creating an investment strategy, call Goldman Sachs Ayco at 800.334.0823.

When and how benefits are paid

You may receive a lump-sum payment any time after you leave BD. While your contributions belong to you, you must be vested to receive payment of company contributions and their associated earnings. You become fully vested in company matching contributions (meaning you have a right to them) after four years of service. Even if you do not have four years of vesting service, you will become 100% vested if, while you are employed by the company, you reach age 65, die, reach normal or early retirement age under the Retirement Plan, or receive a Social Security disability award.

In general, when you leave BD, you can receive your vested 401(k) account balance in a single lump-sum payment.

- If the value of your account is more than \$1,000, you may request an immediate distribution or choose to leave your funds in the plan until a later date. However, you must begin to receive payment by April 1 following the year you turn 72 or leave BD, whichever is later. If you leave your balance in the plan, your account will continue to receive investment earnings, but you will also pay ongoing administrative fees.
- If the value of your account is \$1,000 or less when your employment ends, your account balance will be distributed to you automatically as soon as possible after your termination date.

If you have an outstanding loan when your employment ends, please contact Fidelity at 866.715.2068 for important information.



Make the most of the 401(k) Plan

You can only contribute to the 401(k) Plan—and receive the BD match—while you're actively employed. To maximize the match, contribute at least 6% of your pay. But if that's too much right now, it's OK to save whatever you can manage. For more information visit Fidelity at netbenefits.com.

The BD 401(k) Plan, cont'd.

Taxation

When you receive a distribution from the plan, you will be responsible for ordinary income taxes on the taxable portion of the distribution in the year you receive it. In addition, if you are younger than 59½ when you receive payment, an additional 10% tax penalty may apply. You can defer these taxes and penalties if you roll over (transfer) your payment to an individual retirement account (IRA) or eligible retirement plan. However, if you are receiving required minimum distributions, you may not roll over those payments.

Generally, you will be responsible for state and federal taxes on benefits paid to you from retirement plans, 401(k) savings plans, IRAs and other retirement investments. If you contributed to a Roth 401(k) or Roth IRA, your post-tax contributions and investment earnings on them may be exempt from taxes if they meet certain criteria.

Tax treatment of BD common stock

If part of your 401(k) account is invested in the BD Common Stock Fund, your fund balance can be distributed in kind, as shares of BD common stock, instead of cash. There are specific tax consequences to consider when receiving common stock from the plan. Please contact Fidelity at the number below to discuss your options.

How to access your benefit

Contact Fidelity at netbenefits.com or 866.715.2068 to find out how to request a distribution of your 401(k) account.



Inflation/cost of living

Over time, inflation can erode the purchasing power of your savings. From 1960 to 2021, the average inflation rate was 3.69% annually. To keep up with inflation, most experts recommend diversifying your account across several different types of inflation-resistant assets and asset classes, and consider reducing exposure to investments that are sensitive to inflation.

The BD 401(k) Plan modeling tool can help:

- Visit Fidelity at netbenefits.com,
- Go to “Your financial wellness journey,” and
- Select “Retirement milestone.”

If you want to discuss your investment mix, how much you're contributing to the plan or how to manage your budget in retirement, consider speaking with a Goldman Sachs Ayco financial coach, available by calling 800.334.0823.

Source: Forbes

The BD Retirement Plan

Overview

If you are eligible, you may have a pension benefit in addition to your 401(k) savings benefit. Pension benefits can serve as a dependable source of retirement income in addition to your 401(k) benefits and other savings. This plan is closed to new participants.

When and how benefits are paid

You must be fully vested to receive payment of your pension benefit when you leave the company. You're 100% vested after three years of service. When you leave BD, you can start receiving payments or postpone them until you turn 65. Your benefit may be reduced if you are younger than 55 when you begin receiving benefits. If you continue working for BD past age 65, you must begin to receive payment when you leave BD or by April 1 following the year you turn 73, whichever comes first.

If you're totally and permanently disabled (with 10 or more years of vesting service and are at least age 55 or 65), and your employment ends or you receive a Social Security disability award, you may start your pension benefit. **Note:** If you are receiving long-term disability (LTD) benefits when you retire, your LTD benefit will likely be offset (reduced) by the amount of your benefit from this plan.

The plan offers a variety of payment options, including lump-sum (payment all at once) and annuity (lifetime monthly payment) options, with joint and survivor annuity options that provide for continuation of benefits to your spouse or another beneficiary.

There are some restrictions on payment options, depending on your marital status when you retire. If you're single when you retire, you can choose any form of payment. If you're married and want to choose an optional form of payment that doesn't provide for your spouse, you must obtain your spouse's written and notarized consent to your choice. (For more information about these and other payment restrictions, please refer to the Summary Plan Description on Benefits Direct.)



The BD Retirement Plan, cont'd.

Taxation

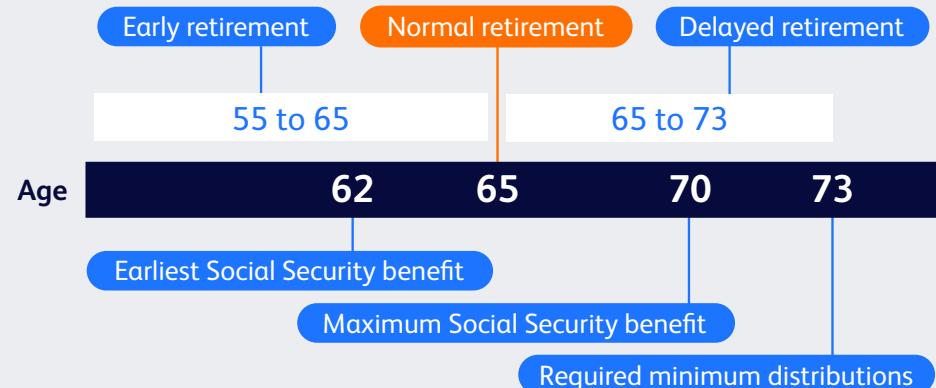
Payments from the plan are taxable as ordinary income at the time you receive them. In addition, if you receive a lump-sum distribution and you're younger than 59½, an additional 10% tax penalty may apply. If you wish to defer paying taxes on a lump-sum payment, you can roll over (transfer) the distribution to an IRA or another eligible retirement plan. You cannot roll over annuity payments or required minimum distributions.

How to access your benefit

You should consider your payment decision carefully because you cannot change the form of payment after payments begin. Contact Benefits Direct (at 800.234.9855 or bd.com/benefits) to speak with a Retirement Specialist who can provide more details about your benefit and show you how to find out how much you can expect. To start receiving payments, call 800.234.9855 or head to the Retirement Hub on Benefits Direct and click "Get Started."



When BD Retirement Plan benefits can be paid

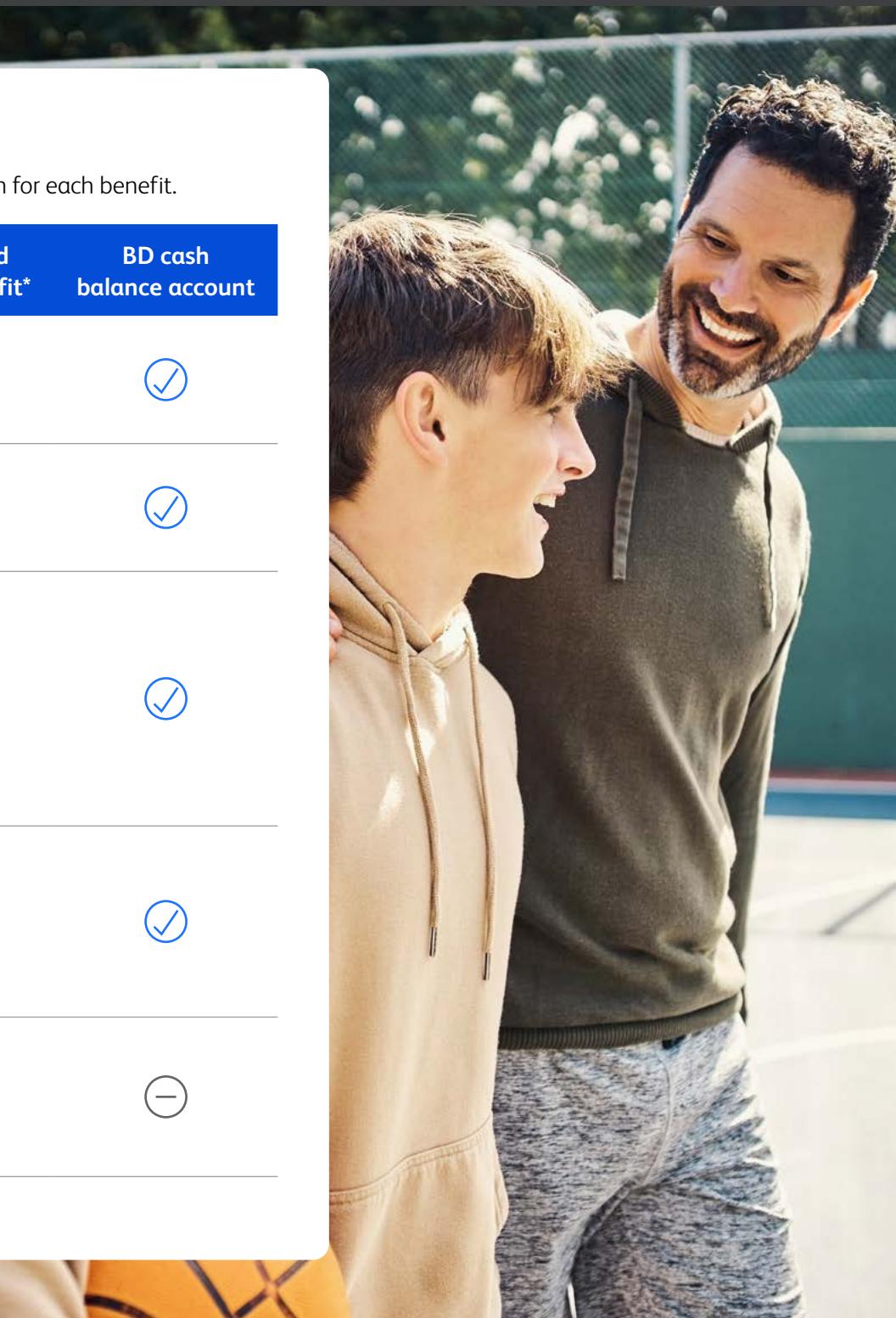


Your BD Retirement Plan distribution options

The plan offers several distribution options. You may choose a different option for each benefit.

Distribution option	Legacy Bard pension benefit*	BD cash balance account
Lump sum You receive your entire benefit in one payment. No benefit is payable to a beneficiary.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Single life annuity You receive monthly payments for your lifetime only. No benefit is payable to a beneficiary.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Joint and survivor annuity You receive reduced monthly payments for your lifetime, with a percentage (50%, 75% or 100%) of your benefit amount continuing to an eligible beneficiary after your death. For details on certain payment restrictions (such as marital status and consent), please refer to the Summary Plan Description on Benefits Direct.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Single life annuity with a guarantee You receive monthly payments for your lifetime, with payments guaranteed for a specified period. If you die before receiving all the guaranteed payments, your eligible beneficiary receives the remaining payments.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Social Security equalization payments If you retire before you turn 65 and choose this option, your combined pension and Social Security benefits will be approximately level throughout your retirement.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

*Legacy Bard pension benefits were merged into the BD Retirement Plan on January 1, 2022.



The Deferred Compensation Plan (DCP)

Overview

Each year, the company notifies eligible associates of the opportunity to enroll in this plan. If you are eligible and choose to participate in this plan, you can make contributions in excess of the IRS limit on the amount you can contribute to the BD 401(k) Plan. BD generally matches up to 75% of the first 6% of eligible compensation (salary and PIP bonus) you defer. Similar to the 401(k) Plan, you gradually vest in company matching credits and are 100% vested after four years of service. You can choose from a variety of investment options.

When and how benefits are paid

The elections you made when you enrolled in the DCP will determine when and how you will receive your BD DCP distributions. They can be paid as a lump sum immediately upon retirement or as annual installment payments over five or 10 years. This benefit cannot be rolled over into an IRA due to IRC Section 409A requirements. Due to the requirements of the DCP and federal tax law, there is no flexibility for delaying the payment of your DCP benefit beyond the required payment dates.* DCP benefits can be paid in cash or in stock. Cash payments are issued to you through BD's payroll. Stocks are issued by Principal and deposited in a Morgan Stanley account:

- If you leave BD when you are **retirement-eligible** or due to a disability, your time-vested units (TVUs) will vest on your retirement date and performance units (PSUs), if applicable, will vest prorated at the end of the performance period. Any vested TVUs/PSUs will be deferred into the DCP as you previously designated. The deferred units will be distributed from the DCP based on your previous distribution election.
- If you leave BD voluntarily for other reasons, outstanding TVUs and PSUs are canceled and are not deferred into the DCP.

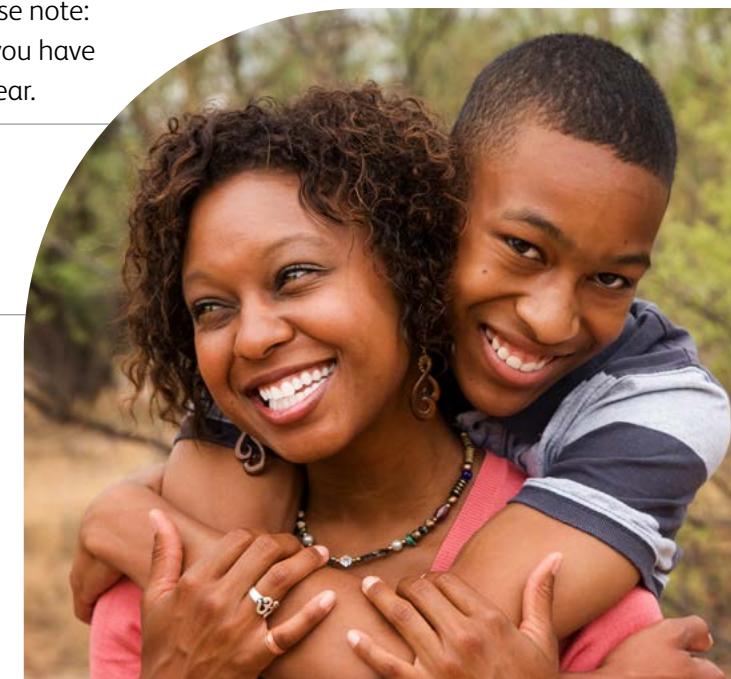
Taxation

Your DCP distribution is taxable as ordinary income in the year you receive it. Please note: In accordance with IRS guidelines, any required FICA tax on the accrued benefit you have earned under the DCP was already withheld from your pay in the prior calendar year.

How to access your benefit

Your retirement from BD initiates payment from the DCP automatically based on the elections you made when you enrolled in the DCP. Contact Fidelity at netbenefits.com or 866.715.2068 if you have questions about how your balance will be distributed.

*Your benefit may be subject to a six-month payment delay if you are designated as a "specified employee" for IRC Section 409A purposes.



The Restoration Plan

Overview

For eligible associates, the Restoration Plan provides additional benefits that can't be earned under the BD Retirement Plan, which is subject to Internal Revenue Code restrictions that limit the compensation that can be included in the calculation of pension benefits. The Restoration Plan provides a benefit equal to the excess, if any, of the benefit under the Retirement Plan that you would be entitled to without the limitations of the Code.

When and how benefits are paid

Your Restoration Plan benefit will be paid to you as a lump sum. Payments are processed and issued by BD payroll as soon as administratively possible after your retirement from BD.

If you are designated as a "specified employee" under IRC Section 409A, the 409A section of your benefit cannot be paid to you until six months after the date your employment ends. Due to the requirements of the Restoration Plan and federal tax law, there is no flexibility for delaying the payment of your Restoration Benefit beyond the required payment dates.

Taxation

Your Restoration Benefit is taxable as ordinary income in the year you receive it. Please note: This benefit cannot be rolled over into an IRA due to IRC Section 409A requirements. Also, in accordance with IRS guidelines, any required FICA tax on the accrued benefit you have earned under the Restoration Plan was already withheld from your pay in the prior calendar year.

How to access your benefit

If you are entitled to receive a Restoration Benefit when you leave, you will be notified. In most cases, the benefit will be paid out to you directly after you retire from BD.



The Long-Term Incentive (LTI) Plan

Overview

BD's Long-Term Incentive (LTI) Plan is designed to provide eligible associates with the potential opportunity to build wealth and share in the success of the company by achieving long-term company objectives of sustaining our future growth and continuously improving our financial performance, which is also aligned with the interests of BD shareholders.

The value of an LTI award is issued in equity units, which will vest gradually and eventually become shares of BD stock that are tied to company performance over a number of years. Under the plan, BD issues awards of stock appreciation rights (SARs), time-vested units (TVUs) and performance units (PSUs).

For more information, please review the plan document and Frequently Asked Questions, which are accessible through the Morgan Stanley website at stockplanconnect.com.

How to access your benefit

If you leave BD when you are **retirement-eligible** or due to a disability, your LTI awards generally will be administered as follows upon your separation:

- Unvested TVUs will vest 100%.
- Unvested PSUs will vest pro rata and be distributed at the end of the awards' normal vesting period.
- Unvested SARs will vest 100%, and you will have the remaining term of each grant of SARs you received in which to exercise the award.

If you leave BD voluntarily for other reasons (and you are not retirement-eligible), you still can exercise vested SARs within three months (two months for legacy Bard SARs) of your termination of employment. After three months, they will expire. Any awards that are not vested will be forfeited when you leave BD.

You can determine when you would like to sell your vested shares or exercise your SARs anytime before they expire.

Taxation

TVUs and PSUs are taxed as ordinary income in the year they vest, or for SARs, in the year they are exercised. Income from LTI awards cannot be rolled over into an IRA.

Social Security

The Social Security system is a federal program providing benefits for retired and disabled workers and their dependents, as well as survivors of deceased workers. It provides a certain level of income to people based on their career earnings. Social Security sets a cap on how much of your income it takes into account in figuring your benefit. The cap is adjusted annually to reflect historical wage trends. Any income above the cap is not counted in your benefit calculation (and is also not subject to Social Security taxes).

Eligibility

You must earn at least 40 Social Security credits to qualify for Social Security benefits. You earn credits when you work and pay Social Security taxes, at a rate of four credits a year, for a total of roughly 10 years. It does not matter when the credits are earned. The credits are simply to make sure you're eligible for benefits.

When benefits are payable

Full, unreduced Social Security benefits are payable when you reach your “full retirement age,” which:

- Is currently 66 for someone born between 1943 and 1954,
- Gradually increases to 67 for those born between 1955 and 1960, and
- Is 67 for anyone born in 1960 or later.

If you decide to retire early (before full retirement age), your benefit payments will be reduced permanently according to a formula. This reduction could be up to 25% of what you would have received at full retirement age. If you choose to work past full retirement age, your benefit will increase by a certain percentage each month you defer your benefit, until it reaches the maximum at age 70.



How much can I expect from Social Security?

Social Security accounts for about 30% - 40% of a retiree's main source of income. To get an idea of what your Social Security retirement benefit will be worth, contact your local Social Security office or log on to their website and request an estimate at <http://www.ssa.gov/myaccount>.

Source: Social Security Administration



If I choose to get another job, can I work and still collect my Social Security benefits?

Yes, you can. However, if you are younger than full retirement age and earn more than the yearly earnings limit, as defined by the Social Security Administration, your Social Security benefit amount will be reduced. Visit <https://www.ssa.gov/prepare/plan-retirement>, scroll down to “Continuing to work” and enter your birth date to see how much you can earn without affecting your payment.

Social Security, cont'd.

What about my spouse?

If only one of you is eligible for Social Security, the other can still receive benefits. The spouse who is ineligible for benefits will receive a certain percentage of the working spouse's Social Security benefit. Typically, the non-qualified spouse must be 62 to receive the spousal benefit. If both parties qualify, they'll each earn their own benefit. Visit ssa.gov for information about maximizing the spouse benefit and the best time to start receiving it. Social Security can also pay survivor benefits for your family in the event of your death, even if you have fewer than 40 credits.

Taxes and Social Security

If you have other substantial income (such as wages, self-employment, interest and dividends, or other taxable income), you will likely need to pay federal income taxes on Social Security benefits. For more information, contact your local Social Security office, or visit ssa.gov.

When you request a distribution, you'll receive a special tax notice about the tax consequences of taking a distribution. Tax laws governing retirement plan payments are complex. You may want to speak with your personal tax advisor or Fidelity so you can make an informed decision before completing your distribution paperwork. Additionally, BD offers financial counseling through Goldman Sachs Ayco, who can also provide general advice on your distributions as well as options to manage stock distributions.



Tax considerations: Moving to a state without state income tax?

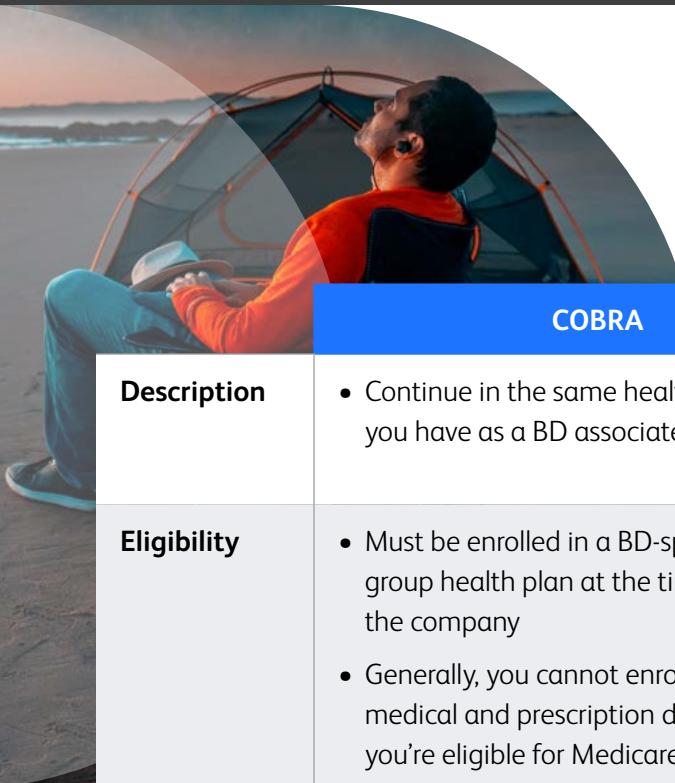
If you're moving to a state without state income tax when you retire, establish residency in your new home state and notify Fidelity at 866.715.2068. Consider discussing partial-year state tax filing considerations with your tax advisor well in advance of your move.



Call Benefits Direct at 800.234.9855 for questions about retiree health coverage eligibility.

Health benefits

BD's group health benefits—including medical, prescription drug, dental, vision coverage and Healthcare Flexible Spending Account (FSA) participation—end on the last day of the month in which you leave BD. At that time, if you were enrolled in any of these plans, you may be able to continue coverage.



Healthcare coverage options when you leave BD

Coverage options you may want to consider:

	COBRA	Retiree Medical (Pre-65)	Retiree Medical (Post-65)
Description	<ul style="list-style-type: none"> Continue in the same healthcare benefits you have as a BD associate 	<ul style="list-style-type: none"> Continue BD medical benefits 	<ul style="list-style-type: none"> Access Alight Retiree Health Insurance Marketplace for Medicare supplement options
Eligibility	<ul style="list-style-type: none"> Must be enrolled in a BD-sponsored group health plan at the time you leave the company Generally, you cannot enroll in COBRA medical and prescription drug coverage if you're eligible for Medicare 	<ul style="list-style-type: none"> Meet BD's age and service requirements as defined in "Retirement eligibility and how your benefits are affected" on page 7 of this guide 	<ul style="list-style-type: none"> Meet BD's age and service requirements as defined in "Retirement eligibility and how your benefits are affected" on page 7 of this guide Enroll in Medicare three months before your intended retirement date Be sure to note the deadline in the packet you receive, as you must enroll by then if you wish to have retiree health coverage through BD
Duration	<ul style="list-style-type: none"> Generally, up to 18 months after you leave BD 	<ul style="list-style-type: none"> Until age 65 	<ul style="list-style-type: none"> Can remain enrolled for the balance of your retirement
Cost	<ul style="list-style-type: none"> Your costs for coverage are based on the options you choose and the number of dependents you cover. Benefits Direct will provide you with your plan options and costs when you meet with a retirement specialist. 		

Other options to consider

Regardless of your age, other options for health coverage exist. You should consider the comparative cost of enrolling in your spouse's or partner's plan and review what coverage is available on the public Health Insurance Marketplace.

Health Savings Account (HSA)

Overview

Healthcare spending in retirement can be significant. An HSA is a tax-exempt account you can use to pay for qualified healthcare expenses now and in retirement. HSAs have a triple tax advantage—money you contribute to your HSA goes in tax-free, earnings on your contributions are not taxed while they remain in the account, and when you withdraw money from your account it's not taxed as long as you use it to pay for qualified medical expenses.*

Eligibility. In order to contribute to BD's HSA:

- You must be enrolled in a BD medical plan option with HSA.
- You cannot be enrolled in Medicare, Tricare or in any other non-high-deductible health plan (such as your spouse's or domestic partner's health plan).
- You cannot be participating in a general purpose healthcare FSA, including one through your spouse's employer.
- You cannot be claimed as a dependent on another person's tax return.

Making contributions. There's an annual limit on the amount you can contribute to an HSA. This limit is adjusted annually. If you are eligible to make contributions, you can stop, start or change your contributions any time. Money you don't spend by year-end stays in your HSA and continues to grow with interest, like a bank account.

**Contributions are exempt from federal and state income tax and Social Security tax in all states except California and New Jersey, where state income tax applies. Earnings on investments are generally tax-free. Use of HSA funds is tax-free as long you use the account for qualified healthcare expenses—see IRS Publication 969.*



Health Savings Account (HSA), cont'd.

Distributions and taxation

Your HSA is yours to keep, even if you later decide to enroll in a medical plan without an HSA or if you leave BD or retire. You can continue to use your HSA funds to pay for eligible healthcare expenses tax-free now or in the future, even if you are no longer eligible to make contributions because you are enrolled in Medicare. You always own 100% of your HSA, including any contributions from BD. **Note:** Once you leave BD, you may have to pay administrative fees to maintain your account.

You can use your account:

- **Anytime:** Pay for qualified healthcare expenses. See [IRS Publication 502](#) for a list.
- **Before age 65:** Help bridge to Medicare. If you retire before 65, you may need healthcare coverage to help you bridge the gap to Medicare eligibility at 65. Generally, HSAs cannot be used to pay private health insurance premiums, but there's an exception if you're paying for healthcare coverage that you're continuing under COBRA.
- **At 65:**
 - Cover Medicare premiums. You can use your HSA to pay certain Medicare expenses, including premiums for Part B and Part D prescription drug coverage, but not supplemental (Medigap) policy premiums.
 - Pay for other expenses. Once you turn 65, you can use your HSA to pay for any expense, even if it is not a qualified healthcare expense, but you won't get to take full advantage of the tax savings as you will be required to pay state and federal taxes on those distributions.

How to access your benefit

You can continue to access your HSA with your debit card or by requesting reimbursement online. Please note: You may be charged an account maintenance fee based on minimum account balance, which will be deducted from your account. Contact HealthEquity at 844.354.0118 or healthequity.com/bd if you have questions about account withdrawals and taxes.



Your health

In 2022, the average adult over 65 spent \$7,000 on health expenses. Have you considered setting aside savings for your healthcare? While other expenses may go down, your healthcare costs may increase.

Source: U.S. Bureau of Labor Statistics

Medicare

Medicare is a federal health insurance program for people 65 and older, certain younger people with disabilities and people with End Stage Renal Disease. There are four parts to Medicare, known by associated letters. Each part has separate deductibles and premiums.

- **Part A (hospital insurance):** Provides benefits if you are hospitalized. Most people have no monthly premium for this coverage.
- **Part B (medical insurance):** Covers eligible services other than a hospital stay. You pay a nominal annual deductible and share a percentage of the cost of services with the government.
- **Part C (Medicare Advantage plans):** Provide Medicare coverage through private health insurance companies approved to participate in the Medicare program. These plans provide all Part A and B services while generally including some additional services, such as wellness programs, hearing aids and vision services. Many plans also offer prescription drug coverage. To enroll in a Medicare Advantage Plan, you must already be enrolled in Medicare Part A and Part B. Then you can shop for Medicare Advantage Plan options and sign up with a private insurer.
- **Part D (prescription drug coverage):** An optional component of the program that you can elect for an additional fee if you are also enrolled in Parts A, B and/or C.

For more information, Medicare & You, the official guide to getting the most out of Medicare, is available at medicare.gov or by calling **1.800.MEDICARE (1.800.633.4227)**.

In addition to Medicare Part B, you may be eligible to purchase supplemental Medicare coverage through Alight Retiree Health Solutions, an advisory service that helps you understand Medicare and find the healthcare coverage that best meets your needs. Contact Alight for more information (see page 35 for contact information).





7 steps to retirement

Here's a quick look at seven steps to take to get the process going and begin receiving your benefits.

STEP
1

Decide when you want to start receiving your retirement benefits.

You'll want to start figuring out the right time to begin payment of your retirement benefits at least nine to 12 months before you want to leave BD.

- BD 401(k) Plan
- BD Deferred Compensation Plan (DCP)
- BD Retirement Plan
- BD Restoration Plan
- BD Long-Term Incentive (LTI) Plan
- Health Savings Account (HSA)
- Social Security

Important! Benefits distributions involve complex tax issues. As you gather your benefits information from applicable plans above, **please contact Goldman Sachs Ayco at 800.334.0823 for planning help at least six months before you leave BD.**

For specific information about the benefits you can expect, contact the appropriate benefit provider directly. See the contact information on page 35 of this guide.

STEP
2

Understand how you'll cover expenses, especially medical.

While some expenses may decrease when you leave BD or retire, others, like medical, may increase, so it's important to understand your medical coverage options, including:

- **Retiree Medical (if eligible):** You may qualify to continue BD medical and prescription drug benefits until you turn 65 by paying the cost of your applicable retiree medical premiums yourself. Certain eligible BD associates who turn 65 and begin participating in Medicare will have access to the Alight Retiree Health Insurance Marketplace for Medicare supplement options. **Note:** BD does not offer retiree dental or vision coverage.
- **COBRA coverage:** If you're not eligible for retiree medical coverage, you may continue medical, prescription drug, dental and vision coverage as well as Healthcare FSA participation temporarily through COBRA by paying the cost of your applicable COBRA premiums yourself. You'll receive an election package within six weeks after your active coverage ends. Remember to complete the paperwork within 60 days of receipt.
- **Other coverage:** You may also want to consider your spouse's/partner's plan, public Health Insurance Marketplace coverage or private insurance.

For more information on your options, call Benefits Direct at 800.234.9855.



DEADLINE: Retirement paperwork

It takes time to process retirement paperwork. You should return forms and documents as directed no later than the first day of the month before the month in which you want to retire. For example, if you want to retire July 1, send in your paperwork so that it is received by June 1.

STEP
3

Share your plan to retire.

It is recommended that you share your plan for retirement with your manager and Human Resources representative at least three months before your anticipated last day of employment.

If you want to begin receiving retirement benefits when you leave, you should visit the Retirement Hub on Benefits Direct (bd.com/benefits) and notify Fidelity. Both you and Fidelity need time to prepare for the transition and process the paperwork for your benefits to start.

STEP
4

Eligible for a pension? Request your Benefit Commencement Package.

You should request your package at least 90 days before you want to start receiving payment of your pension. Visit the Retirement Hub on Benefits Direct (bd.com/benefits) and click the “Get Started” button or call 800.234.9855 to submit your request. If you’re initiating benefit payments online, you must make your election at least 30, but no more than 90, days before you want your benefits to begin.

STEP
5

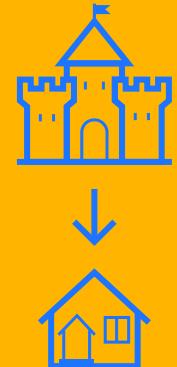
Consider applying for Social Security.

You can begin receiving a reduced Social Security benefit as early as age 62 (maximum benefits are payable at age 70). You should apply four months before you want benefits to begin. The fastest way to apply for Social Security benefits is online at ssa.gov/pgm/retirement.htm. Alternatively, you can call 800.772.1213 (TTY: 800.325.0778).



Your home

Your home may be your biggest asset, but may also be your largest expense. Will you have enough income to cover your expected housing expenses? Will your mortgage be paid off? If you plan to relocate or downsize, your expenses may be lower. Some retirees are now considering selling their homes and renting, freeing themselves from the labor of maintaining a home (think no more shoveling snow) and the responsibility of sometimes expensive and unpredictable home repairs.

STEP
6

Sign up for Medicare.

If you’re retiring at 65 or later, you should sign up for Medicare three months before you retire. If you’re younger than 65, you can sign up later. If you enroll late and you don’t qualify for a special enrollment period, you may pay higher premiums for the rest of your life.

If you’re enrolled in BD’s medical coverage, you will receive a notice of creditable coverage. You should keep this notice in a safe place. You will need it if you decide to enroll in a Medicare drug plan (Medicare Part D).

When you’re ready to apply for Medicare, the easiest way is to create an account and apply online through Social Security at <https://www.ssa.gov/medicare/sign-up>. Alternatively, you can call 800.772.1213 (TTY: 800.325.0778).

STEP
7

Know what you’ll receive after you leave.

Be sure you get the full picture of what benefits you’ll receive in retirement well in advance.

Let’s take a closer look at pieces of the full picture...

A closer look at what happens to your other benefits when you leave

Here's an overview of how your benefits will change when your employment ends. If you have questions about these benefits, please contact Benefits Direct at 800.234.9855 or bd.com/benefits or reach out directly to the appropriate benefit provider (you'll find contact information on page 35 of this guide).

Medical, dental and vision

- If you're enrolled in this coverage when you separate from BD, you may choose to continue it under COBRA temporarily for up to 18 months; otherwise, coverage will generally end at the end of the month in which your employment ends.
- You'll receive a COBRA election package at your home address on file within six weeks after your active coverage ends, so make sure your address is up to date. If you want COBRA coverage, be sure to elect it within 60 days of receiving this package.
- If you're eligible for retiree medical, enrollment information will be mailed to your home automatically.



Healthcare FSA

- If you have used all the funds in your Healthcare FSA, your participation will end as of your last day of work.
- If you still have a balance in your Healthcare FSA when your employment ends, you may elect to continue coverage under your Healthcare FSA through COBRA until the end of the year only if your remaining contributions for the year would be less than the remaining benefits available to you for the year. Generally, your contributions for COBRA coverage will be made on an after-tax basis.

Employee Assistance Program (EAP)

- Coverage ends on your last day of employment. However, you may continue EAP sessions if they're in progress during the termination process.

Short-term and long-term disability (LTD)

- If it's determined that you are disabled according to the terms of the disability plans before your employment ends, any disability benefit payments you are currently receiving when your employment ends will continue after your employment ends, according to the terms of the plan.
- Otherwise, coverage ends on your last day of employment.

Basic and supplemental life insurance and accidental death and dismemberment insurance (AD&D)

- Coverage for you and any enrolled dependents ends on your last day of employment.
- You may have the option to port or convert life insurance coverage for yourself and your dependents within 31 days of your last day of employment. When you separate from BD you will receive information about what you can do with your life insurance.
- Some associates may be eligible for retiree life insurance.

Accidental injury, critical illness and hospital care insurance

- Coverage for you and any enrolled dependents ends on your last day of employment.
- You may be able to port your coverage. To learn more about your options for these coverages, call Cigna at 800.997.1463.

MetLife Group Legal Plan and home, auto and pet insurance

- Coverage ends on your last day of employment.
- You have the option to continue your coverage directly with the carriers. When you separate from BD, you will receive information about your coverage options.

Paid Time Off (PTO)

- You'll be paid for unused, accrued PTO days as required by state or local law.
- You cannot extend the last day of your active employment by taking vacation before retirement.
- Visit HROne to access time off and leave policies and to view FAQs. Go to Maxwell > HR > HROne > search "Time Off and Leave."

Other benefit programs*

- Your participation in these benefit programs ends on your last day of employment, and benefits cannot be converted to an individual policy:
 - Goldman Sachs Ayco financial counseling
 - Backup day care and Special Needs program
 - Basic AD&D insurance
 - BD Healthy Lives well-being program
 - Business travel insurance
 - Commuter benefits
 - Dependent Care FSA
 - Educational assistance/tuition reimbursement program
 - Livongo diabetes management program
 - And other app-based programs, like Daylight, Sleepio, WW

*This list is not inclusive of all available benefits. Contact Benefits Direct for more information.



More information

For additional details on the benefit plans described in this guide, please refer to the appropriate Summary Plan Description (SPD). To find these SPDs, go to Benefits Direct > Document Library > Plan Disclosures:

- BD Retirement Plan SPD
- BD 401(k) Plan SPD
- Becton Dickinson and Company Group Health and Welfare Plan



Countdown to retirement:

Your “to do” list

Now that we've gone through everything you need to know about the retirement process and your retirement benefits, here's a checklist of steps to take and questions to consider before your last day.

At least 9 to 12 months before retirement

- Start thinking about a retirement date.
- Check your 401(k) contribution rate; can you further maximize it?
- Check your health coverage options and costs:
 - Contact Benefits Direct to find out whether you are eligible for retiree medical coverage through BD.
 - Are you eligible for medical coverage under your spouse's/partner's plan or a former employer's plan?
 - Are you eligible for Medicare?
 - Do you need COBRA coverage?
 - Visit [HealthCare.gov/retirees](https://www.healthcare.gov/retirees) to see other health coverage options.
- Schedule an appointment with the Social Security Administration at 800.772.1213 to review your retirement benefit and Medicare options, timing and next steps.



6 months before retirement

- Check eligibility for retirement benefits (BD Retirement Plan, DCP, etc.).
- Reach out to a Goldman Sachs Ayco Financial Counselor at 800.334.0823 to consider all your financial options.
- Model payout options:
 - If you have a pension, do you want a lump-sum payout or an annuity?
 - To see the amount of your pension under different forms of payment, go to HROne > Benefits Direct > Retirement Hub > Resources and Tools > Retirement Projections.
 - Will you roll over your 401(k) balance and pension benefit into an IRA?
- Pick your retirement date.



Questions?

If or when you have questions, retirement specialists are ready to help at 800.234.9855 (8 a.m. to 8 p.m. ET, Monday through Friday). You can schedule an appointment with a retirement specialist on the Retirement Hub on bd.com/benefits.

3 months before retirement

- Notify your manager and HR representative of your upcoming retirement date.
- If you have a pension benefit, visit the Retirement Hub on Benefits Direct (bd.com/benefits) and click the “Get Started” button or call 800.234.9855 to start the process to receive payment of your pension benefit.
- Review your 401(k) or DCP balance by logging onto netbenefits.com, or calling 866.715.2068.
- Check whether you have outstanding awards under the BD Long-Term Incentive (LTI) Plan by calling Morgan Stanley’s Detterick Group at 917.368.7511.
- Speak with a retirement specialist at Benefits Direct by calling 800.234.9855 to understand how your other benefits will change when you leave BD or retire.
- Apply for Social Security benefits at ssa.gov and (if you will be 65 as of your retirement date) and enroll in Medicare Parts A and B.
- If you have questions about your final paycheck, call the BD Associate Service Center (ASC) at 855.234.3577 between now and your last day of employment.

Plan ahead: Consider your cash flow

You’ll want to make sure you plan your cash flow to accommodate the timing gap between your last paycheck as an active associate and the income you’ll receive as a retiree, whether that’s from your 401(k) account, your pension benefits, Social Security or other means.

2 months before retirement

- Review the Benefit Commencement Package for your pension benefit (if applicable).
- Update your address if you are moving.

1 month before retirement

- If you have a pension benefit, return your completed Benefit Commencement Package paperwork with required documents.

Your last day at work

- Your employment with BD ends.
- Generally, your health coverage will continue to the end of the month, while coverage for all other benefits usually ends on your last day of employment.

Did you move or are you planning to move?

Keep your address up to date so that you receive all paperwork and payments. Visit the Retirement Hub on Benefits Direct (bd.com/benefits) or call 800.234.9855 to update your address.



1 to 2 weeks after your last day of work

- Receive your last paycheck, including pay for any accrued but unused paid time off, as required by law.
- Benefit deductions and HSA contributions end with your last paycheck.
- You generally have 31 days from your last day at work to decide whether to continue coverage under these plans:
 - Life and AD&D insurance
 - Accidental injury, critical illness and hospital care insurance
 - MetLife Group Legal Plan
 - Home, auto and pet insurance

In most cases, information about continuing coverage will be mailed to your home. If you wish to continue supplemental life insurance, contact MetLife's partner, Barnum Financial Group at 877.275.6387. If you wish to continue accidental injury, critical illness or hospital care insurance coverage, call Cigna at 800.997.1463. If you wish to continue MetLife Group Legal Plan coverage, please call 800.821.6400.



1 month after your last day of work

- Your coverage under these BD plans will end on the last day of the month in which your employment ends:
 - Medical and prescription drugs
 - Dental
 - Vision
 - Flexible Spending Accounts (FSAs)
- You may extend medical, prescription drug, dental, vision coverage and Healthcare FSA participation through COBRA.



1 to 2 months after your last day of work

- **Pension benefits.** Annuity payments are made on the first of the month, but the timing of your first monthly pension payment may take longer. Lump sums are issued once a month. Check with Benefits Direct to confirm the timing of your payment(s).
- **401(k) benefits.** After you separate from BD, Fidelity will automatically send a 401(k) package to your home address. You can request a lump-sum payment of your 401(k) account. The timing of your payment will be affected if your account is invested in BD stocks. Check with Fidelity to confirm when you can expect your payment.
- **COBRA coverage.** To extend medical, prescription drug, dental, vision coverage and Healthcare FSA participation through COBRA, make your election within 60 days of receiving your COBRA election package.

Note: You generally cannot enroll for COBRA medical and prescription drug coverage if you're eligible for Medicare.



Important resources and contacts

If you have questions, the following resources can help.

Retirement planning

Retirement counseling

Goldman Sachs Ayco
800.334.0823
ayco.com/login/bd

Your money

Social Security

800.772.1213
ssa.gov

BD 401(k) Plan and BD Deferred Compensation Plan (DCP)

Fidelity
866.715.2068
netbenefits.com

BD Retirement Plan and BD Restoration Plan

Benefits Direct
800.234.9855
bd.com/benefits

BD Long-Term Incentive (LTI) Plan

- Morgan Stanley
888.389.7715
- The Detterick Group
917.368.7511

General payroll questions

(including paid time off and vacation)
BD Associate Service Center
855.234.3577

Your health and other benefits

Medicare

800.633.4227
medicare.gov

Health Insurance Marketplace

HealthCare.gov

General questions, including eligibility for:

- **Medical and prescription drug coverage** (including COBRA)
- **Dental** (including COBRA)
- **Vision** (including COBRA)

Benefits Direct

800.234.9855

bd.com/benefits

Alight Retiree Health Exchange

800.350.1470
retiree.alight.com

Health Savings Account (HSA) and Flexible Spending Account (FSA)

HealthEquity
844.354.0118
healthequity.com/bd

Hospital care, critical illness, accidental injury insurance conversion

Cigna
800.997.1463

Employee Assistance Program (EAP)

Cigna
800.997.1463
my.cigna.com

Supplemental life insurance conversion

Barnum Financial Group (MetLife's partner)
877.275.6387

MetLife Group Legal Plan

MetLife
800.438.6388
info.legalplans.com
(access code: 9901752)

Pet insurance continuation

MetLife
800.438.6388

Auto and home insurance

Farmers Group SelectSM
800.438.6381
myautohome.farmers.com

Commuter benefits

HealthEquity
844.354.0118
healthequity.com/bd

This brochure highlights certain provisions of the benefit plans available to eligible employees of Becton, Dickinson and Company and its affiliates ("BD"). It is meant to provide only a brief overview of these benefits. Should any questions ever arise about eligibility or the nature and extent of these benefits, the formal language of the plan documents as construed and interpreted by the plan administrator will govern. BD reserves the right to amend, modify, suspend or terminate these plans, in whole or in part, at any time and for any reason by action of BD to the extent permitted by applicable law and the plans. This communication and the benefits described within do not imply any guarantee and are not an employment contract.

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