

**BD Customer Update:**  
**Middle East Situation and BD Supply Continuity**

March 4, 2026



Dear Valued Customer,

We are writing to provide you with an update on the evolving situation in the Middle East and to reaffirm BD's continued ability to supply you reliably and without interruption.

As you are aware, recent geopolitical developments in the Middle East have led to adjustments in certain global transportation routes. BD has been closely monitoring the situation and proactively implementing contingency measures, where appropriate. As always, our top priorities remain patient safety and continuity of care.

BD Supply Chain Resilience and Mitigation Activities

- Ocean Freight Routes: Our shipping partners have transitioned to established alternative maritime routes, including routing vessels around the Cape of Good Hope. These routes are already integrated into our transport plans, and no additional transit time beyond current planning assumptions is expected. This proactive routing helps ensure cargo safety and schedule stability.
- Inventory Buffers and Network Strength: BD does not have manufacturing operations in Israel or elsewhere in the Middle East. BD maintains strong buffer inventories across our global network, supported by a substantial regional manufacturing footprint. This enables consistent product availability and supports resilience against short-term logistics variability.
- Network Flexibility: Our global manufacturing and distribution network provides the flexibility to dynamically rebalance supply flows as conditions evolve maintaining readiness across a range of potential scenarios. so that we remain prepared across multiple scenarios.

For essential healthcare products—where timing is paramount— BD maintains the ability to deploy air freight solutions to the extent standard solutions are not available or practical to meet customer needs. This helps ensure uninterrupted delivery even under restricted logistics conditions.

At this time:

- We do not anticipate material supply interruptions.
- Order fulfillment continues as planned, with proactive adjustments built into our operations.
- Our commercial and customer service teams remain fully engaged and ready to support your specific needs.

BD's supply chain strategy is built to maintain resilient, high-quality, and patient-centric supply chains that support our mission *to advance the world of health™* across medical essentials, connected care, biopharma systems, and interventional technologies. Over recent years, BD has strengthened its supply chain by building systems designed to help shield against the unexpected, enabling stability even amid global disruptions. These improvements allow us to respond with agility when adversity occurs, ensuring continuity for our customers and the patients they serve.

Our continued focus is on:

- Protecting patient care
- Maintaining reliable service
- Communicating transparently and proactively

We are monitoring developments closely and will reach out should any new information arise that may affect your operations. Please do not hesitate to contact your BD representative should you require additional information or assistance.

Thank you for your continued trust in BD.