



Bristol-Myers Squibb

# Leerink Swann Healthcare Conference

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**Beatrice Cazala**

Executive Vice President, Commercial Operations

February 15, 2012

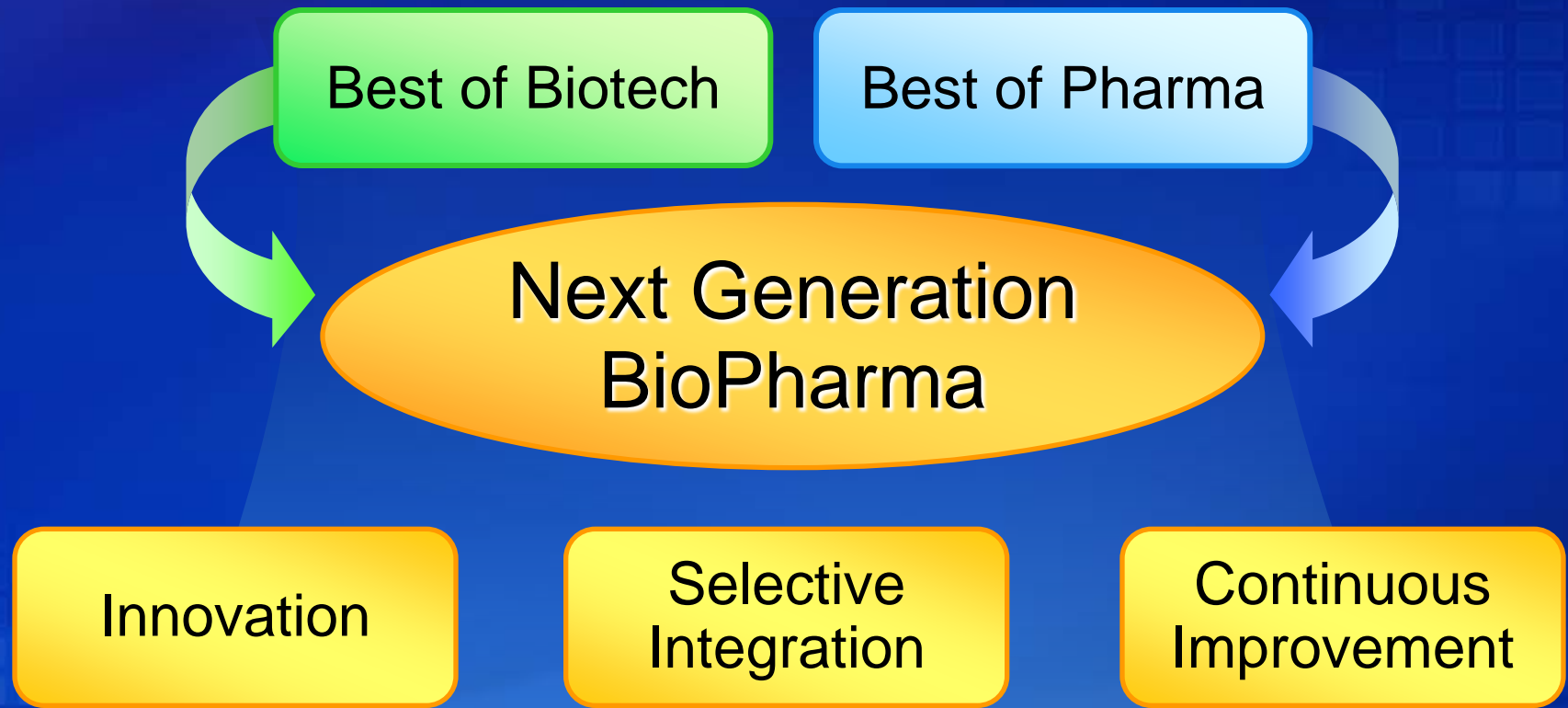


# Forward-Looking Information

During this meeting, we will make statements about the Company's future plans and prospects that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated as a result of various important factors, including those discussed in the company's most recent annual report on Form 10-K and reports on Form 10-Q and Form 8-K. These documents are available from the SEC, the Bristol-Myers Squibb website or from Bristol-Myers Squibb Investor Relations.

In addition, any forward-looking statements represent our estimates only as of today and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.

# We Have a Unique Strategy



Agile, Entrepreneurial & Accountable Culture

# Keys for Success

**Balance Short-Term Results...  
Ensure Long-Term Investment**



- Drive Growth of Diversified Portfolio**

- Execute New Product Launches**

- Deliver Late Stage Pipeline**

- Ensure R&D Sustainability**

- Maintain Culture of Continuous Improvement**

- Pursue Disciplined Capital Allocation**



# A Diversified Portfolio

## Strong Currently Marketed Products



## Important Life-Cycle Products



## Augmented by New Product Launches



# Delivering Value in a Global Environment



# Evolving Approach to Customer Engagement

WHO to engage



From: Physician-centric

To: *Unit of Care focus*

WHAT offerings



From: Clinical trial data

To: *Evolving, real-world information*

HOW to maximize  
safe and appropriate  
use of BMS products



From: Standardized field models

To: *Tailored, triggered interactions*

- and -

From: Pushing information to customers

To: *On-demand information & services*



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# **We Are Confident in the Future**

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 **Macro challenges**

 **Innovation based strategy well positioned**

 **Exciting portfolio**

 **Financial strength and flexibility**

 **Global management team**





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