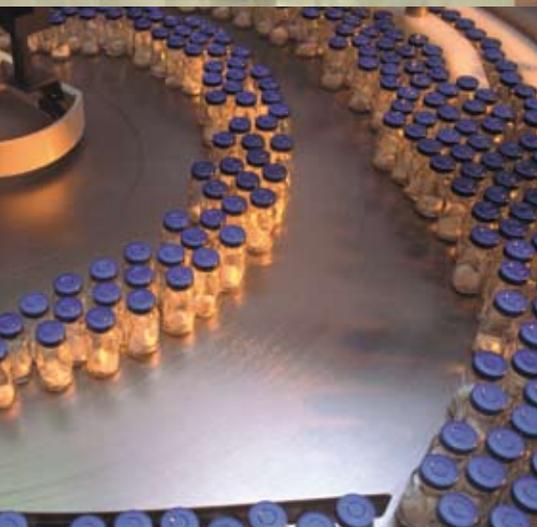


# 2004 SUSTAINABILITY WEB SITE PREVIEW

## BUILDING AND SUSTAINING A BETTER WORLD



Bristol-Myers Squibb Company

Visit our online report at [www.bms.com/sustainability](http://www.bms.com/sustainability)

At Bristol-Myers Squibb, our Pledge defines our success in terms of the values we uphold and live by in our daily work. In addition to financial and business performance, we also measure success in our commitment to building stronger communities and a healthier world for all. Last year, the Bristol-Myers Squibb Foundation committed more than \$50 million to health, education, and research initiatives around the globe, including in many diverse communities where our company has a presence. And we donated nearly \$500 million in medicines and other products to people in need. We made good progress in our environmental, health and safety efforts in 2003, including our Sustainability 2010 goals, which are among the broadest in the industry. These goals commit us to pursue a range of policies and practices that create a cleaner environment and a safer workplace, and to take a leadership role in our industry to advance these activities.

Peter R. Dolan  
Chairman and Chief Executive Officer

**Employee health and safety** are among Bristol-Myers Squibb's highest priorities. Our long-term vision is to eliminate work-related injuries and illnesses. The goal for 2010 is to drive down reportable incidents and days lost from work by:

- Reducing recordable and lost workday case rates by 50 percent from a 2000 baseline year
- Maintaining performance in the top 25 percent of similar companies



**Recordable and Lost Workday Case Rates**  
per 100 employees worldwide

This document summarizes just some of the content on the Bristol-Myers Squibb sustainability Web site. For more information on our efforts to promote social progress, environmental stewardship, and economic growth, visit our online report at [www.bms.com/sustainability](http://www.bms.com/sustainability).

**Message of Hope.** A project that illustrates the broad reach of our company's mission was an October 2003 event that helped people all across the U.S. confront their fears and questions about cancer. Called the Bristol-Myers Squibb Tour of Hope™, the event was a nonstop, 3,200-mile, coast-to-coast bicycle ride by 26 extraordinary and dedicated men and women. Their goal was to spread a message of hope and knowledge about fighting and ultimately defeating cancer, especially by encouraging those who have been diagnosed with the disease to participate in clinical trials for new anticancer therapies. Cancer survivor and five-time Tour de France champion Lance Armstrong and Bristol-Myers Squibb will partner again in October on the 2004 Tour of Hope.



**Improving Access to Care.** The Bristol-Myers Squibb Foundation supports a wide range of innovative health, research, and education initiatives that exemplify our mission and extend it, well beyond our business, to our obligations as engaged citizens of the world. SECURE THE FUTURE® – now in its fifth year – remains one of our most important and impactful philanthropic efforts. This \$115 million initiative is the largest corporate commitment of its kind, and through it we are striving to reverse the tide of death and destruction caused by the HIV/AIDS pandemic in Africa by means of medical research and treatments as well as education and community outreach.

Last June, with a \$6 million SECURE THE FUTURE grant, the first pediatric AIDS hospital in Africa opened in Botswana, and it is already helping hundreds of children. Because of the hospital's success, we have committed to opening a second pediatric AIDS hospital in Africa in the near future. To date, SECURE THE FUTURE has committed \$95 million in support of more than 160 projects in nine countries in southern and western Africa.

For more information on ...

- Access to medicines
- Diversity in the workplace
- Work life/home life balance
- Employee health and safety
- Community support

... visit [www.bms.com/sustainability](http://www.bms.com/sustainability)

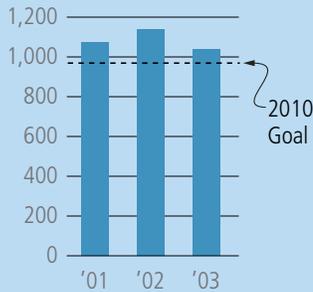
*On the front cover: photos include some examples of endangered and threatened species adopted by local Bristol-Myers Squibb facilities, including the peregrine falcon and green sea turtle.*

**Focus on Environmental Stewardship.** After conferring with hundreds of internal and external stakeholders, Bristol-Myers Squibb adopted comprehensive sustainability goals for 2010. We track our performance against those goals worldwide and report to the public on our progress, whether negative or positive. We strive to make our company more sustainable by meeting and when relevant, exceeding these goals. We will review the goals periodically to ensure that they remain appropriate and challenging for a leadership company.

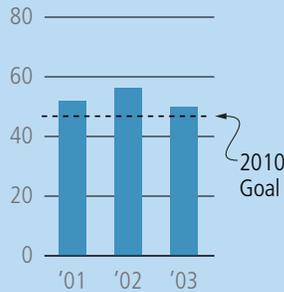
**Energy Use.** Our Sustainability 2010 Goals include reduction of both energy use and greenhouse gas emissions by 10 percent, normalized to

sales, from a 2001 baseline year. The company's Energy Management Working Group consists of members from multiple functions and is looking for opportunities to conserve energy and thereby reduce our greenhouse gas emissions. Such efforts help support Climate RESOLVE—an initiative by some of the largest U.S. companies to voluntarily control greenhouse gas emissions—which Bristol-Myers Squibb joined in February 2003.

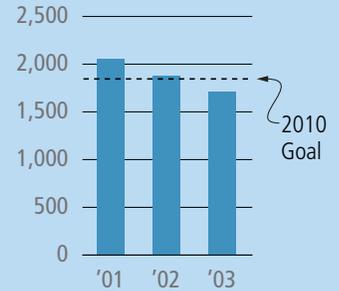
**Water Use.** We plan to reduce our water use by 10 percent from a 2001 baseline year as part of our Sustainability 2010 Goals. In countries in which water resources are severely stressed, our goal is to reduce water use by 20 percent from a 2002 baseline year.



**Energy Use**  
Millions of Joules per \$1000 worldwide sales



**Greenhouse Gas (CO<sub>2</sub>) Emissions**  
Kilograms per \$1000 worldwide sales

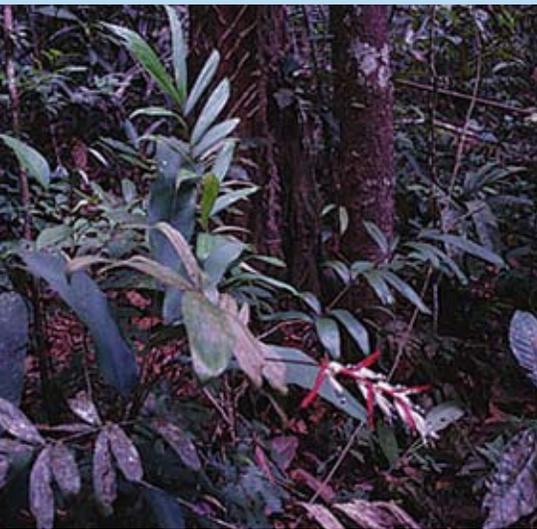


**Water Use**  
Liters per \$1000 worldwide sales

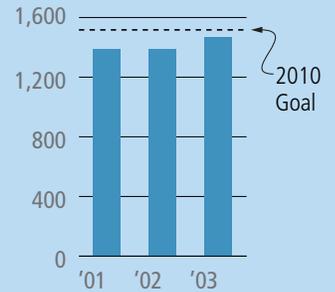
For more information on ...

- Report card on Sustainability 2010 Goals
- Industry benchmarking
- Global warming
- Emerging environmental issues
- Management Systems Self-Assessment

... visit [www.bms.com/sustainability](http://www.bms.com/sustainability)

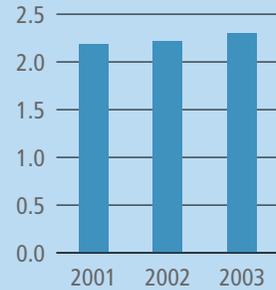


**Protecting Biodiversity.** Our 2010 goal is conservation of ecologically significant areas to offset the property occupied by Bristol-Myers Squibb's total operations worldwide while also promoting employee participation in protection of ecosystems. We've already met our goal of protecting land equal in area to the amount of land used by our research and development, manufacturing, and distribution centers and are on our way to protecting, by 2005, land equal in area to the amount of land used by our administrative offices. Bristol-Myers Squibb encourages local site conservation projects as well. We have preserved land in Brazil, Indonesia, Ireland, Mexico, and the United States.

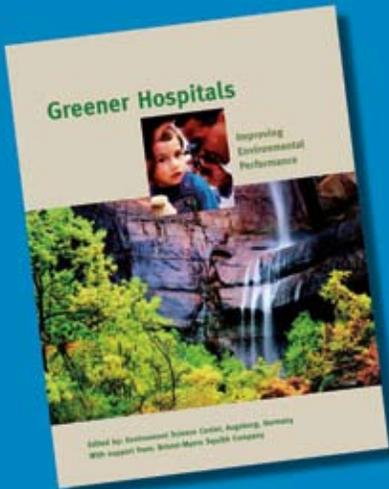


**Biologically Diverse Land Preservation**  
Hectares

**Company Overview.** With global sales of \$20.9 billion in 2003, Bristol-Myers Squibb is a leading provider of medicines to fight cancer; cardiovascular and metabolic disorders; infectious diseases, including HIV/AIDS; and schizophrenia. We also make and sell nutritional products, ostomy and advanced wound care products, consumer medicines, and cardiovascular imaging products. In our world-class research and development facilities, we're looking for new and better treatments for cancer, rheumatoid arthritis, hepatitis B, diabetes, and other serious illnesses and conditions. Our 44,000 employees work in almost every country around the world.



**Research and Development Spending**  
Billion dollars



**Greener Hospitals.** As tangible evidence of our commitment to be a global environmental leader and to help health care facilities become more aware of their environmental impacts and responsibilities, Bristol-Myers Squibb supported the development of Greener Hospitals: Improving Environmental Performance (edited by the Environment Science Center in Augsburg, Germany). The manual explains and provides suggestions for implementation of environmental management systems at hospitals, doctors' offices, clinics, and other health care facilities.



**Socially Responsible Investing.** Several premier socially responsible investment funds feature Bristol-Myers Squibb in their portfolios or research. They include:

- The Calvert Group, Calvert Social Index
- Innovest Strategic Value Advisors, Inc.
- Oekom Research
- Storebrand Investments
- UBS/Swiss Bank (Lux) Equity Fund—Eco Performance

*Our Web-based 2004 Sustainability Report was prepared based on the Global Reporting Initiative (GRI) 2002 Sustainability Reporting Guidelines. The online report addresses more than 90 percent of the GRI reporting elements and core indicators.*



For more information on ...

- Corporate governance
- Business ethics
- Intellectual property rights
- Compliance
- Customers and suppliers

... visit [www.bms.com/sustainability](http://www.bms.com/sustainability)

*Highlights on the social, economic, and environmental performance of 60 Bristol-Myers Squibb facilities around the world are easily accessible on our Web site, in many cases available both in English and the local language.*

For the most up-to-date information, visit our Web site at [www.bms.com/sustainability](http://www.bms.com/sustainability).

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