

2009 Sustainability Highlights

Fostering healthy communities, a clean environment and a growing economy.



Bristol-Myers Squibb

MESSAGE

From the CEO

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Our approach to sustainability is to do business in a manner that contributes meaningfully to a healthy environment, to strong communities and to economic prosperity.

Please explore our sustainability website (www.bms.com/sustainability), which illustrates our sustainability commitments, challenges and performance. And, once you've had the opportunity to explore it, I'd appreciate any feedback you have on our sustainability performance.

We have a long history of public reporting and, since its inception, we have used the Global Reporting Initiative to help guide us. Our Sustainability 2010 Goals continue to drive our efforts to improve the triple bottom line of economic, social and environmental benefits. Like all of our business practices, the Sustainability 2010 Goals flow from the Bristol-Myers Squibb mission – to extend and enhance human life – and from our Pledge to all of our stakeholders: "To act on our belief that the priceless ingredient of every product is the honor and integrity of its maker."

Through our mission and Pledge, our environment, health and safety (EHS) policy, goals and actions, we are committed to doing our part. I am particularly proud of our commitment to achieving the Green Building Council's Leadership in Energy and Environmental Design (LEED) certification at our new state-of-the-art biologics manufacturing facility under construction in Devens, Massachusetts.

As a leading next-generation BioPharma company, Bristol-Myers Squibb is focused on doing the right thing for patients, employees, shareholders and the communities where we live and work. We must intensify our efforts to improve access to medicines and health care in general. We must encourage innovation, in part by upholding and advancing intellectual property rights. And we must operate efficiently and profitably so we can continue to discover and develop new medicines for serious medical needs, while also advancing safety and environmental protection.

Global health care challenges are daunting. We recognize that we must work together with governments, payors, patients, health care providers and other stakeholders to develop workable and sustainable solutions. It's a challenging journey, but, as we say, *"Together we can prevail."*

Please take a closer look at our sustainability website to learn more about our commitment to making a difference in people's lives.

James M. Cornelius
Chairman and CEO
Bristol-Myers Squibb

About this Brochure

This brochure contains highlights from

Bristol-Myers Squibb's sustainability
website and online sustainability report.

For complete and up-to-date information,
visit www.bms.com/sustainability.

SUSTAINABILITY

Key Issues

our key sustainability issues

Bristol-Myers Squibb has worked with internal and external stakeholders in identifying the following sustainability issues as most significant to our company:

- Commitment to corporate governance, compliance and transparency
- Focus on serious diseases with significant unmet medical needs
- Enabling research and development through protection of intellectual property rights and pricing
- Expanding access to medicines and health care: compassion for patients
- Conserving energy and water to protect the global environment

These five key issues are highlighted in our sustainability website, where we provide detailed information on the systems we have in place to manage these issues, our efforts to engage with stakeholders, our goals for the future and the results of our performance.

In this summary, we focus on the key areas of governance and management systems, economic growth, environmental performance, and social progress.



GOVERNANCE and Management Systems

Our commitment to corporate responsibility includes living by a set of values that support environmental and economic progress, community development and a safe work environment. Our governance structure and management systems fully embody these responsibilities.

corporate governance

Bristol-Myers Squibb is managed by a Board of Directors, of which the majority of members are independent directors. The Board's Committee on Directors and Corporate Governance is responsible for considering matters of corporate social responsibility and matters in areas related to corporate public affairs and the company's employees and stockholders. Bristol-Myers Squibb has established Codes of Conduct to help ensure that the company meets the highest standards of moral and ethical behavior in its business activities.

policies

Every policy, program and strategy within Bristol-Myers Squibb flows from and supports the Bristol-Myers Squibb Pledge. First published in 1987, the Pledge sets forth our concern for the interests and expectations of our stakeholders and applies to our operations around the globe. The Pledge specifically supports environmental progress, a safe work environment, and policies and practices that fully embody the responsibility, integrity, and decency required of free enterprise if it is to merit and maintain the confidence of our society.

It is Bristol-Myers Squibb's policy that all employees must comply with

applicable laws and regulations, as well as with company policies. The company has established a comprehensive compliance program designed to prevent and detect violations of law or company policy.

EHS management system

Our environment, health and safety management system (EMS) provides the structure for implementing proactive sustainable business practices within Bristol-Myers Squibb. Its purpose is to ensure compliance with internal and external requirements, drive continuous improvement, and support the company's strategy to be a next-generation BioPharma leader. The EMS encompasses the following elements:

- Policy, principles and strategy
- Accountability, organization, roles and responsibilities
- Risk management
- Compliance management
- Metrics and key performance indicators
- Resources planning
- Auditing and monitoring
- Training and communications

ISO 14001

The International Organization for Standardization (ISO) established ISO 14001 as a voluntary, international specification for environmental management systems. We have self-declared that our companywide EMS meets or exceeds the requirements of ISO 14001. Each operating site makes its own decision regarding whether to obtain third-party certification.

To date, nine facilities are certified to ISO 14001, including eight of our manufacturing facilities. In fact, our facility in Shanghai was the first within its business sector to become ISO 14001 certified in China.

stakeholder engagement

Our stakeholders include people who are interested in Bristol-Myers Squibb's performance, operations and products. We select stakeholders with whom to engage based on their relevance to our business, their ability to affect or be affected by the company and their ability to affect or enforce regulations. Having a broad and diverse stakeholder community allows us to successfully achieve our mission to extend and enhance human life.

Bristol-Myers Squibb has a long tradition of open communication and cooperation with our stakeholders on environmental, social and economic issues. We invite questions and comments and pursue opportunities to partner with others. Understanding the issues of concern and needs of our stakeholders helps improve our management of the company.

We consider information resulting from stakeholder engagements in assessing our company's sustainability performance and strategy, determining the scope and content of information shared with the public, and shaping the company's programs and actions.

ECONOMIC Growth

Bristol-Myers Squibb's financial health is critical not only to our growth and development as a company, but has implications for our stakeholders as well. Our employees, shareholders, suppliers, contractors and the communities in which we operate are impacted by our economic performance.

Bristol-Myers Squibb's Worldwide Sales (million dollars)

2006	2007	2008	2007–2008 change:
\$16,208	\$18,193	\$20,597	13%

meeting unmet medical needs

Bristol-Myers Squibb and our partners focus on discovering and developing innovative medicines that address serious disease in areas of significant unmet medical need, including the diseases described below. PhRMA's 2008 Profile - Pharmaceutical Industry indicates that significant savings can be achieved through the effective treatment of:

- **Rheumatoid Arthritis** – among workers with rheumatoid arthritis, proper adherence to treatment reduced lost productivity costs by 26 percent; the savings were more than twice as large as the costs of the medicines themselves
- **Diabetes** – employees trained to manage their conditions, resulted in significant health improvements and an average net decrease of 34 percent in health care costs — \$2,000 per patient per year — and a 50 percent reduction in absenteeism.
- **Alzheimer's Disease** – developing new treatments that delay the onset or slow the progression of Alzheimer's disease by five years could save \$100 billion per year by 2020 in Medicare and Medicaid costs.

supporting local economies around the globe

Every year, pharmaceutical products save countless dollars by allowing patients to lead longer, healthier lives and limiting overall health care spending by preventing disability and reducing expensive surgeries, hospital stays, and trips to the emergency room. For patients that do require treatment for anything from allergies to cancer, prescription drugs make it possible for workers to return to their jobs sooner and to be more productive when they are at work.

By delaying the onset and severity of major diseases, we can help patients to reduce the amount of unproductive time they spend in hospitals, doctor's offices or under the care of family members. Prescription drugs help to limit the potential economic impact of chronic diseases by helping to prevent their costly consequences. According to PhRMA's 2008 Profile - Pharmaceutical Industry, every additional dollar spent on medicines for blood pressure, cholesterol and diabetes saves 4 to 7 dollars on spending for other medical care.

In addition to our products, our research, manufacturing, distribution, sales and other operations create tens of thousands of jobs for suppliers, contractors and ancillary services. Our philanthropic activities have a notable economic impact on local communities and individuals.

biopharma transformation

Bristol-Myers Squibb is implementing a new BioPharma strategy to discover and develop innovative medicines that address areas of significant unmet medical need. These areas include: affective (psychiatric) disorders, Alzheimer's/dementia, atherosclerosis/thrombosis, diabetes, hepatitis, HIV/AIDS, obesity, oncology, rheumatoid arthritis and related diseases, and solid organ transplant rejection. The company continuously strives to create better treatments for patients by building a high quality drug discovery and development pipeline.

research and development

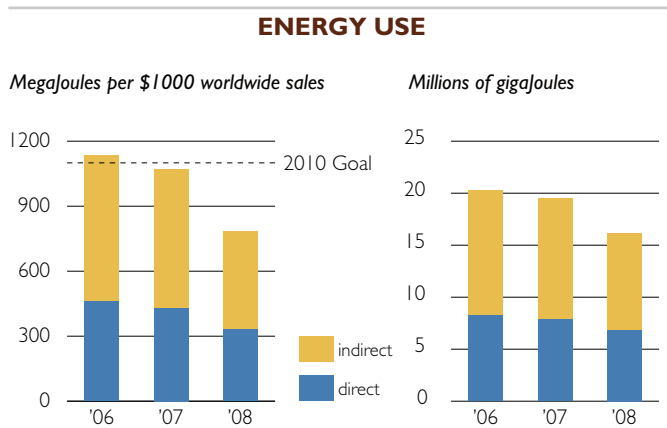
In 2008, we invested approximately \$3.5 billion on research and development. This represents about 17 percent of our annual sales and is a 6 percent increase over the past year. The company's Discovery group feeds a stream of novel compounds into the development pipeline in order to find innovative therapies. Since 2002, our R&D team has helped to bring to market eight key medicines. By industry standards, this places Bristol-Myers Squibb among the most productive pharmaceutical companies in the world today.

ENVIRONMENTAL Performance

Bristol-Myers Squibb is committed to reducing our environmental impact throughout our discovery, development, manufacturing and distribution processes. This focus results in more efficient, cost-effective operations, while conserving natural resources vital to our operations and the communities in which we operate.

energy use

Through a combination of efficiency projects, management systems and employee initiatives, our total energy use (including direct and indirect energy use) decreased 17 percent between 2007 and 2008, or by 27 percent when normalized by sales.



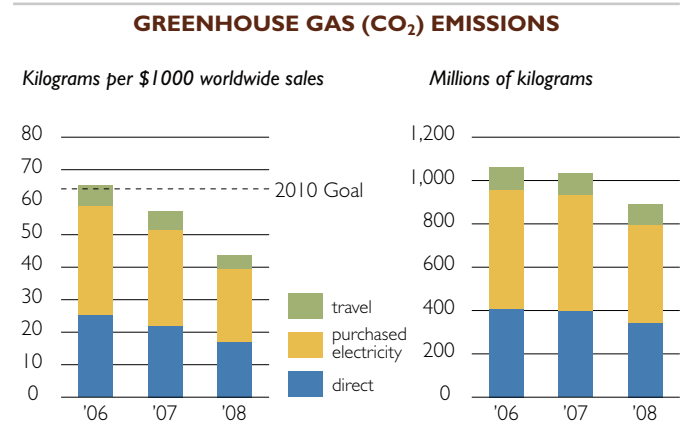
green buildings

To reduce our environmental impacts and create a healthy workplace for employees, we are pursuing Leadership in Energy and Environmental Design (LEED) certification of our new state-of-the-art biologics manufacturing and administrative/quality control buildings in Devens, Massachusetts. Design considerations include exterior glass walls and communal office space to allow natural light to stream into the building's center, energy and water efficient fixtures, as well as heating and cooling systems engineered to minimize energy consumption.

Additionally, we integrated green building principles into our new office building in Munich, Germany. In April 2008, our Wallingford, Connecticut, research facility became the first building in the United States to achieve a rating using the new Green Globes rating module, Green Globes for Continual Improvement of Existing Buildings.

greenhouse gas emissions

Bristol-Myers Squibb recognizes that climate change presents a global challenge with environmental, economic and social impacts. Through our Sustainability 2010 Goals and our corporate greenhouse gas management directive, we are committed to making progress in reducing greenhouse gas emissions from our operations. From 2006 to 2008, we have reduced our total annual greenhouse gas emissions by approximately 169,000 metric tons – which is equivalent to the annual greenhouse gas emissions of more than 30,000 passenger vehicles, the carbon dioxide emissions from electricity use of more than 23,000 homes over one year, or the carbon sequestered annually by more than 15,000 hectares of pine or fir forests (based on U.S. EPA's Greenhouse Gas Equivalencies Calculator).



biodiversity and land use

Bristol-Myers Squibb facilities have selected 16 locally significant endangered or threatened species in more than 70 percent of the countries and U.S. states in which we operate. We partner with government and private organizations to protect these species and their habitats.

We have surpassed our goal of conserving ecologically significant areas equal in size to Bristol-Myers Squibb's

total global property footprint through the conservation of 1,616 hectares of habitat in Australia, Brazil, Indonesia, Ireland, Mexico, China, Canada and the United States, exceeding our 2010 Goal. Our strategy is to preserve biologically significant areas across the globe where our company operates, representing a broad range of eco-systems, from rain forests to coral reefs and wetlands. We partner with government agencies and professional organizations that work with existing preserves and local programs. Bristol-Myers Squibb provides financial assistance as well as employee volunteers to help in conservation efforts.

waste

Bristol-Myers Squibb continues to promote recycling as a preferred alternative to disposal, but our ultimate goal is to reduce nonhazardous waste generation through source reduction. Our Sustainability 2010 Goal is to reduce nonhazardous waste disposal by 20 percent from the 2002 baseline year, normalized by sales. We have exceeded our 2010 goal by reducing the total amount of nonhazardous waste disposed by 24 percent since 2002, or by 45 percent when normalized by sales.

As of 2008, hazardous waste disposed had decreased 57 percent since 2001 when normalized by sales. In 2008, hazardous waste off-site treatment and disposal decreased by 10 percent since 2007 absolute, and 21 percent when normalized by sales. The amount of hazardous waste generated during the same time period decreased by 38 percent, or by 45 percent when normalized by sales.

Our Sustainability 2010 Goal for hazardous waste calls for a 50 percent reduction in the amount of hazardous waste disposed, normalized by sales, with a 2001 baseline year.

water

Bristol-Myers Squibb continues to focus on reducing our water use around the world and places particular focus on our operations in water-stressed areas. We have established two Sustainability 2010 Goals for water use:

- 10 percent reduction in water use at all our facilities, normalized by sales, from a 2001 baseline year.
- 20 percent absolute reduction from a 2002 baseline year in countries where water resources are severely stressed.

We are evaluating and implementing projects and conservation practices site by site, by assessing the water usage of various manufacturing procedures, upgrading equipment efficiency and implementing water recycling programs. As a result, Bristol-Myers Squibb's water use decreased by 17 percent since 2001 absolute and 36 percent when normalized by sales.

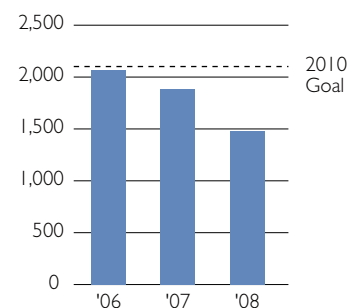
Bristol-Myers Squibb identified six water-stressed countries in which our facilities are located. In these countries, we have established a more stringent 2010 Goal to reduce absolute water use by 20 percent from a 2002 baseline year. To date, our facilities in five of the six countries have met this goal.

Go Green

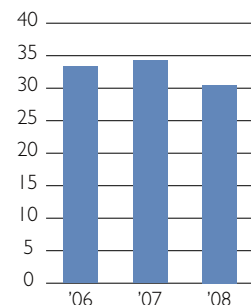
Building on grass-roots interest in environmental improvements, Bristol-Myers Squibb's Go Green initiative is spreading across the company. Focusing on actions that employees can take at work and at home, Go Green addresses energy and water conservation, resource conservation, sustainable food and product choices, and recycling and reducing waste. The benefits of Go Green extend beyond the company's environmental footprint to include opportunities, on and off the job.

WATER USE

Liters per \$1000 worldwide sales



Billion liters



SOCIAL Progress

Bristol-Myers Squibb is dedicated to being a good neighbor and a force for positive change around the world. This dedication is a vital part of our mission to extend and enhance human life. The Bristol-Myers Squibb Pledge, our EHS policy and our standards of business conduct drive our economic, social and environmental performance. We are committed to treat people fairly and with respect, and to protect the environment and health and safety of our employees, customers and the public.

access to medicines

Bristol-Myers Squibb lives its mission to enhance and extend human life every day not only by providing innovative medicines to patients, but also by helping those in need gain access to those medicines. Working alone and with partners, the company seeks to lift barriers to treatment for people whose circumstances may prevent them from purchasing its products on their own

Many of the company's prescription medications are provided without charge in the U.S., Puerto Rico and the U.S. Virgin Islands. For more information, see the Patient Assistance Programs chart for Bristol-Myers Squibb medicines and health care products on our website (www.bms.com).

Outside the U.S., Bristol-Myers Squibb works with other pharmaceutical companies and United Nations agencies to increase access to sustainable prevention, care and treatment of HIV/AIDS. In more than 60 developing countries, including all of sub-Saharan Africa, Bristol-Myers Squibb is committed to maintaining prices for HIV/AIDS medicines at a level where there is no profit to the company. We also maintain a policy of not enforcing patents for its HIV medicines in sub-Saharan Africa.



philanthropy

The mission of the Bristol-Myers Squibb Foundation is to help reduce health disparities by strengthening community-based health care worker capacity, integrating medical care and community-based supportive services, and mobilizing communities in the fight against disease.

In October 2008, Bristol-Myers Squibb ranked third among America's Most Generous Corporations by donating 1.4 percent of operating income or \$59 million in 2007, according to a new survey by Forbes Magazine.

In addition, Bristol-Myers Squibb is a pioneer in the area of patient assistance programs and provides the company's medicines free of charge to qualified people who are unable to pay for them.

Additional information on the company's philanthropic initiatives can be found on the Bristol-Myers Squibb Foundation and the *SECURE THE FUTURE* websites.

diversity

Bristol-Myers Squibb is committed to recruiting, retaining and developing top talent with diverse backgrounds and experiences. We are committed to our diversity and work/life integration efforts. Examples include:

- Four onsite state-of-the-art child development centers that care for children from 8 weeks to 14 years of age
- Resources for assisting aging family members
- Employee resource groups for diverse constituencies, including African Americans; Pan Asian employees; Women; Hispanic employees; and Gay, Lesbian, Bisexual, and Transgender employees
- Flexible work arrangements
- Mentoring programs
- Training and development programs
- Career development opportunities

Our company is widely recognized as an employer of choice, including Working Mother Magazine naming Bristol-Myers Squibb as one of the Best Companies for Working Mothers for the 11th year in a row in 2008.

employee health and safety

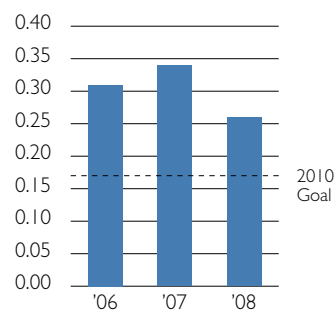
Employee health and safety are among Bristol-Myers Squibb's highest priorities. Our long-term vision is to eliminate work-related injuries and illnesses. Our goal for 2010 is to drive down reportable incidents and days away from work by:

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

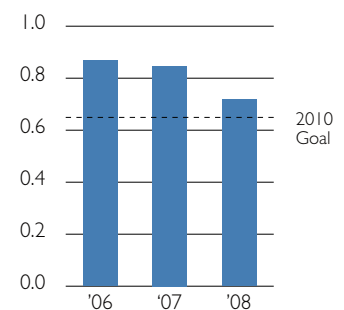
Our recordable case rate has decreased 45 percent and our lost workday case rate has decreased 24 percent since the 2000 baseline for this goal. For the period 2007 to 2008, our recordable case rate has decreased by 15 percent and our lost workday case rate has decreased by 24 percent. Bristol-Myers Squibb's performance is in the top 25 percent for recordable case rate and the top 50 percent for lost workday case rate among similar companies, based on most recently available industry data (2007).

To drive continued improvement in our performance, we have implemented a broad range of health and safety programs that engage employees across the company.

Lost Workday Case Rates
per 100 employees worldwide



Recordable Case Rates
per 100 employees worldwide



2010 SUSTAINABILITY GOALS

After conferring with multiple internal and external stakeholders, Bristol-Myers Squibb adopted comprehensive 10-year sustainability goals for 2010. We track our performance against these 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 where possible, exceeding these goals. See our website for more details (www.bms.com/sustainability).

2010 goals progress

Completed

- EHS effects analysis conducted to identify the most significant EHS impacts.
- Facility level community outreach on EHS and sustainability topics.
- Leadership development program to enhance EHS integration.
- Preservation of biologically diverse land to offset the company's property worldwide.
- Support EHS research to expand society's knowledge and understanding.

On Track

- Biotechnology development.
- EHS research sponsored by the company for study of emerging areas of concern.
- Endangered species sponsorship to help protect endangered species and habitats.
- Environmental performance targets and goals (normalized by sales) for: energy use, water use, greenhouse gases, nonhazardous waste, air emissions of acid gases, release to air of priority reduction chemicals, and wastewater.
- Social policies and metrics to raise corporate awareness of social issues.
- Supply chain partnership to promote EHS improvements among key suppliers.
- Sustainable products through packaging reductions, green chemistry and inherent product and process safety.

Areas of Additional Focus

- Sustainability awards to promote sustainability behavior among employees.
- Safety performance -- Reduce recordable and lost workday case rates by 50% and perform in top 25% of similar companies.

SELECTED AWARDS

Bristol-Myers Squibb is internationally recognized for sustainability practices and as a socially-responsible investment, including:

Top 10 Companies for
Executive Women



2008 Best Company for
Working Mothers



Top rating in Corporate
Equality Index



#1 Among 100 Best
Corporate Citizens



We define sustainability as doing business in a manner that contributes meaningfully to a healthy environment, to strong communities, and to economic prosperity, now and in the future.





Bristol-Myers Squibb

Together we can prevail.™