
Finding a Pharma Partner

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Agenda

- Current deal environment
- Finding the *right* pharma partner
- How does BMS differentiate itself
- Keys to successful partnerships

Are There Enough Deals to go round?

'00 - YTD '02 Deals

	All Deals	Compound Deals (preclinical - Marketed)	Compound Deals (Phase I - Marketed)
2002 YTD	305	15	9
2001		31	23
2000		27	18

Source: In Vivo (Jan - Aug, 2002) and Windhover

Why are so few deals getting done?

- More companies trying to go it alone
(biotech, Japanese, small/mid size pharma)
- Limited availability of good compounds
- Tighter development budgets in pharma
 - “something in/something out”
- Deals are getting too expensive
 - not financially rewarding to P&L

Finding the Right Partner

- Understand partnering expectations/objectives
- Be realistic about the timeline
- Contact the right dept.- avoid multiple contacts
- Don't 'hide' the issues
- Look beyond the \$\$\$'s

Finding the Right Partner (cont.)

- “Partner Friendly”
- Proven capabilities
- Hunger for new deals
- Effective Process & People
- Desire to create win-win deals
- Alliance Management capabilities

How does BMS differentiate itself?

- **Strong partnering heritage**
- **Proven capabilities**

BMS Partnering 'Hall of Fame'

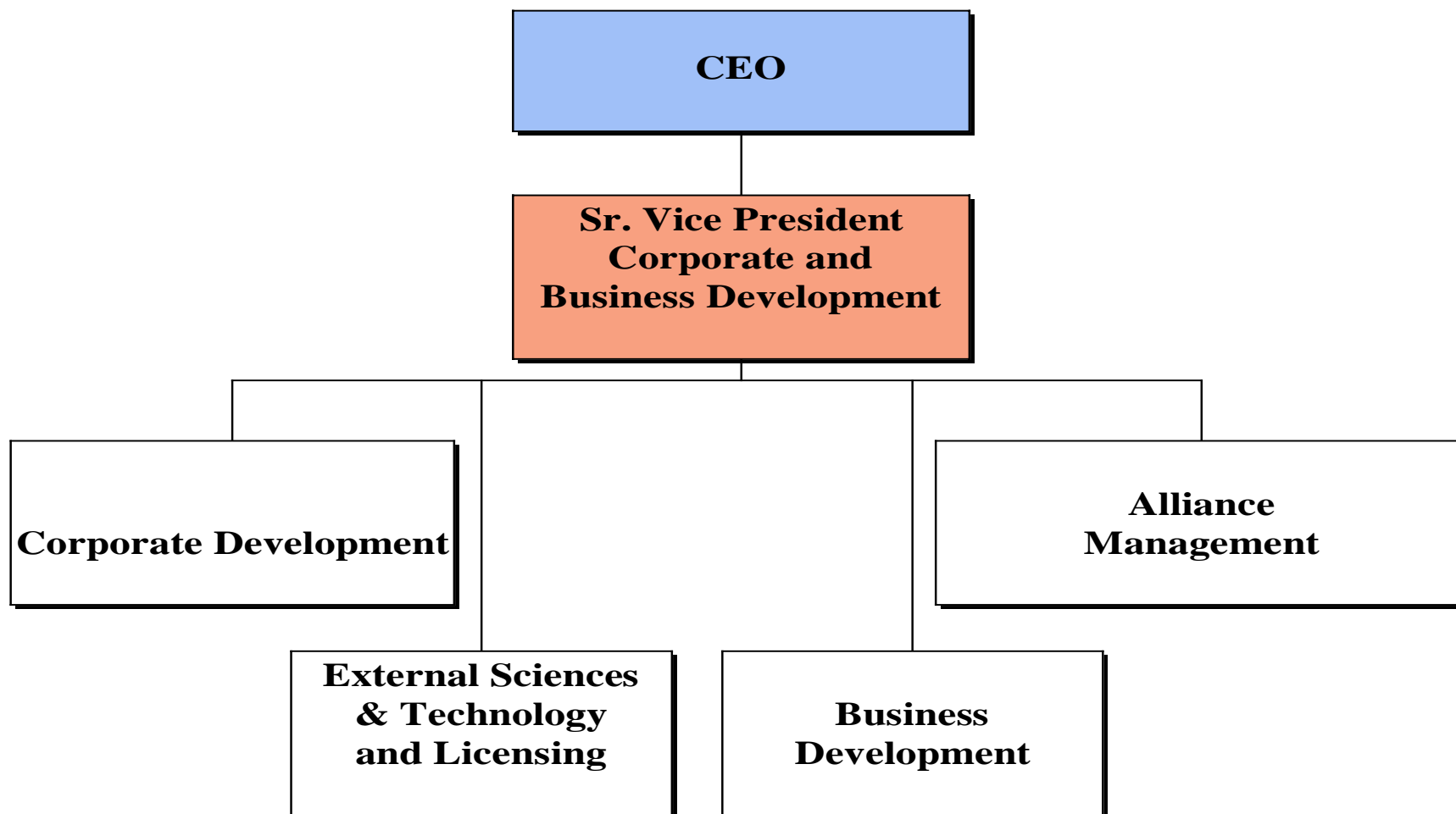
<u>Brand</u>	<u>Originator</u>	<u>Indication</u>	<u>Peak Sales (\$MM)</u>
Glucophage	Merck Sante	Diabetes	\$2,681
Pravachol	Sankyo	Hypercholesterolemia	\$2,173
Plavix	Sanofi/Synthelabo	Anti-platelet	\$1,812
Taxol	NCI	Cancer	\$1,592
Avapro	Sanofi/Synthelabo	Hypertension	\$825
Paraplatin	Research Corp.	Cancer	\$702
Zerit	Yale	HIV	\$618
Tequin	Kyorin	Infectious Diseases	\$320
Abilify	Otsuka	Schizophrenia	Apprvble ltr. Q3'2002
Garenoxacin	Toyama	Infectious Diseases	NDA File Q4 '02
Erbitux	Imclone	Cancer	Phase III

Source: BMS

How does BMS differentiate itself?

- Strong partnering heritage
- Proven capabilities
- **BD/CD Reporting Relationship**

BMS Corporate & Business Development Structure

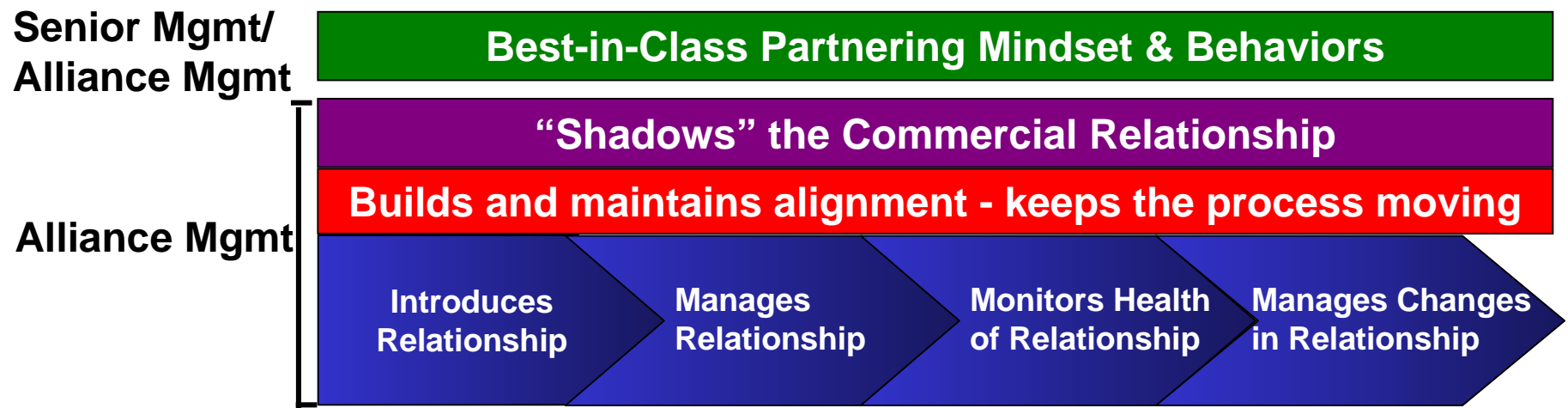


How does BMS differentiate itself?

- Strong partnering heritage
- Proven capabilities
- BD/CD Reporting Relationship
- **Commitment of Senior Management**
- **Rapid licensing process**
- **Leading edge Alliance Management capabilities**

BMS Alliance Management

Ensuring the deal succeeds after the ink is dry



Alliance Management Charter

- Advocate the best interests of the asset
- “Know” everything about the Alliance in both organizations
- Proactive management of issues and opportunities
- Ensure alignment internally and with partner
- Avoid disputes where possible, settle where necessary
- Demand transparency in communications
- Honor commitments in letter and in spirit
- Ensure senior management accessibility and involvement
- Keep both organizations “honest”

How does BMS differentiate itself?

- Strong partnering heritage
- Proven capabilities
- BD/CD Reporting Relationship
- Commitment of Senior Management
- Rapid licensing process
- Leading edge Alliance Management capabilities
- **“Together We Succeed” Program**

Together We Succeed

A Proven Approach to Partnering



- Program to remind people of BMS' proven experience and strong commitment to future partnerships
- Re-dedicate the organization to partnering
 - website **www.bms.com/alliances**
 - the licensing process, case histories, contact info
 - brochures
 - mail drops, meeting sponsorships

www.bms.com/alliances

Bristol-Myers Squibb Company INDEX SEARCH

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SUBMIT YOUR OPPORTUNITY

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(PDF)

Together We Succeed

A proven approach to partnering.

Bristol-Myers Squibb has a unique perspective on both the potential and the process of partnering. No other major pharmaceutical company has built and sustained so many blockbuster franchises through partnerships. We've done it across a range of therapeutic areas and around the globe.

That gives us the confidence to view new opportunities with open, creative minds, and to recognize the true value of each opportunity. In fact, we have made huge successes from opportunities that others have passed by.

We view new relationships with that open and creative spirit. We understand that the best partnerships are designed to meet the individual objectives of both parties as well as the shared goals. Further, we're sensitive to the way partnerships must evolve over time, as they change, grow, and prosper.

Our approach to partnerships has been proven and refined by our experiences with such blockbusters as *TAXOL*® (paclitaxel) injection, *Glucophage*® (metformin hydrochloride tablets), *Pravachol*® (pravastatin sodium) tablets, and *Plavix*® (clopidogrel bisulfate tablets). We would like to prove with you, as well, that together we succeed.

A new organization for business development

CASE HISTORIES

[TAXOL® \(paclitaxel\) Injection: The power of total commitment.](#)

As partners with the National Cancer Institute (NCI) we shared the goal to bring patients new hope in the fight against cancer. Together, we overcame huge challenges and exceeded every goal.

[Glucophage® \(metformin HCl tablets\): From a simple license to a blockbuster collaboration.](#)

Sales in billions

Year	Sales (billions)
1995	0.0
1996	0.2
1997	0.5
1998	1.0
1999	1.5
2000	2.0
2001	3.0

In helping Merck Santé bring this product to the U.S., we executed the most successful launch in

Keys to Successful Partnerships

- Commitment from both partners from beginning to end
- Communicate frequently & consistently
- Senior Management support
- Seasoned Alliance Management team
- Trust and respect

Together We Succeed

A Proven Approach to Partnering



THANK YOU!

Please visit our website
www.bms.com/alliances