

BMS Intelligence Capabilities: Connected Insights: Driving Strategic Impact

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BMS's Data & Digital Evolution



Background & Context



Investments

Over two years of focused digital investments have delivered measurable efficiencies across operations.



Core Capabilities

We are strengthening foundational systems and skills to respond to changing business and technology needs.



Benchmarking

Industry comparisons help guide how we rewire processes and maximize the transformative power of AI.



Strategic Focus

By prioritizing the most strategic initiatives, we ensure resources drive meaningful and scalable business and operational value.

External factors around us are changing rapidly and influencing the industry

How we are evolving?



Increased integration
Closed-loop value creation replacing fragmented implementations.



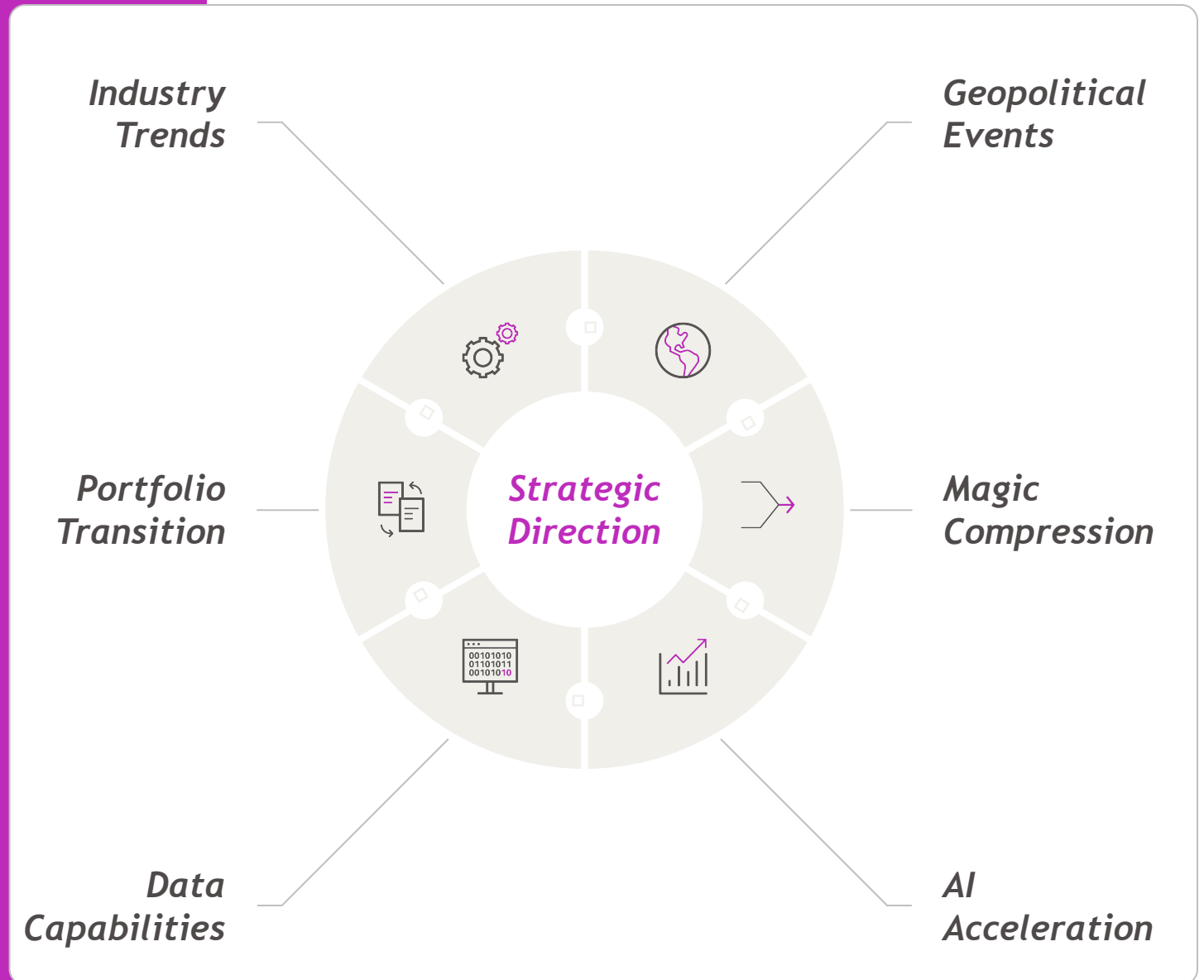
Intelligent & Agile
Risk-aware, nimble execution with adaptable processes.



AI-Driven Decisions
Investments in AI/ML and advanced data models fueling smarter outcomes.



Workforce of the Future
Evolving roles and digital skills to thrive in a tech-first world.



Internal factors around us are unlocking new opportunities and ways of working

How we are evolving?



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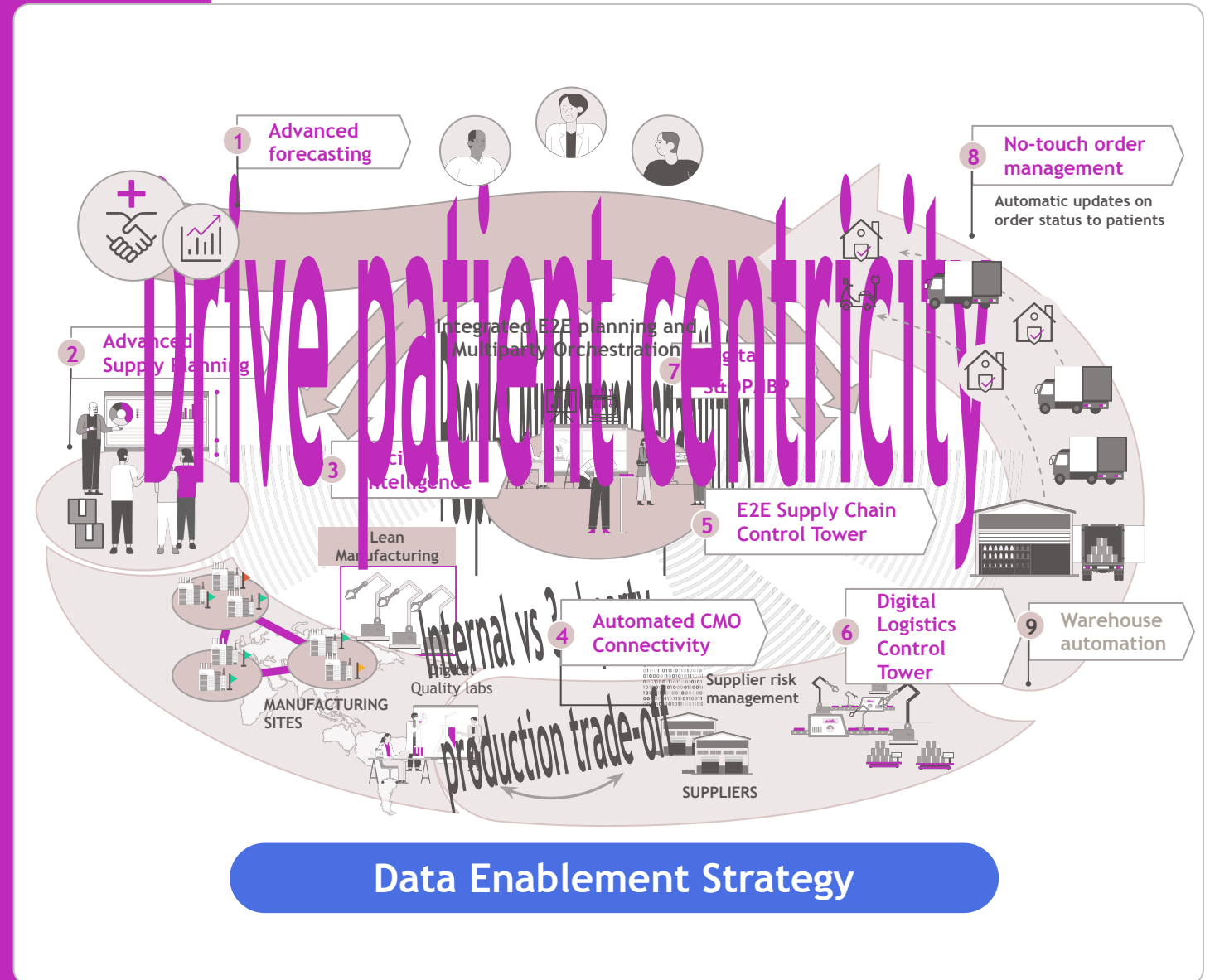
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GPS is rewiring
biopharma through
digital innovation,
predictive analytics,
and new solutions
that improve patient
outcomes globally.

Digitally-Enabled &
Applying Processes

GPS Intelligence

Operational Capabilities

Intelligence Journey



BMS Intelligence Driven Operating Model



Our North Star

Driving decision making and insights from reactive to proactive and descriptive to predictive

01

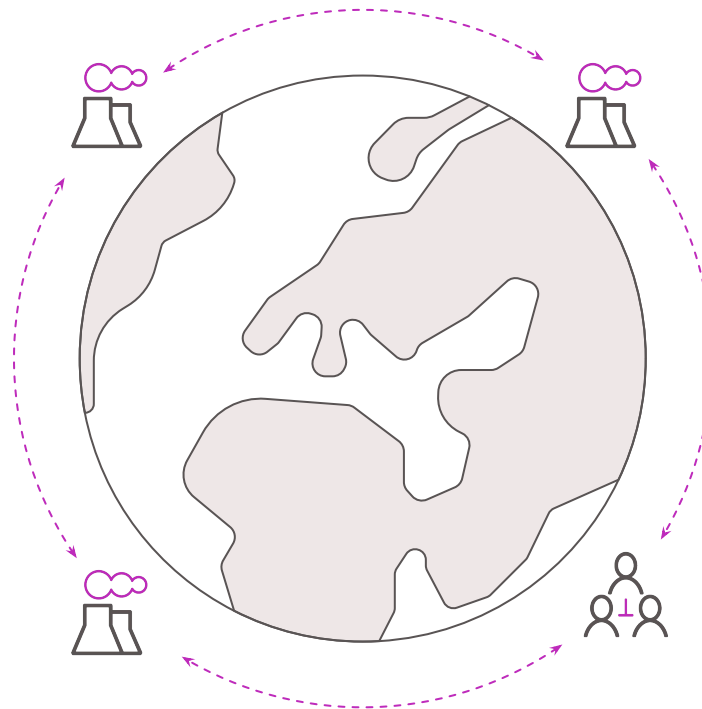
Provides E2E Visibility

- **Automated & seamless** acquisition of data from multiple sources
- **Cross-functional views** provide necessary context for strategic decision-making

03

Predicts & Recommends

- **Predictive insights** show probable outcomes and scenarios
- **Recommends** the best course of action to inform & facilitate rapid decision making



02

Contextualizes

- **Guides** users toward areas of importance & risk
- **Contextualizes** information at the right time for users to understand the ‘so what’ at a glance

04

Process

- **Real Time Monitoring** to track and monitor risks and performance.
- **Exception and Disruption management** powering alerts and mitigating risks.
- **Sensing and Orchestration** automating alerts, mitigating risks, and taking action.

Intelligence

Actionable insights in real-time



01

Detection: Greater detail recognition of critical disturbances (including possible shipment delays, raw material shortages, and workforce inadequacies)

60-90% improvement in early-warning visibility

02

Comprehension: More detailed identification of opportunities by differentiating between the actual problems and the surrounding noise (for instance, identifying revenue at risk at the purchase order level)

Digital twins improve scenario accuracy by 20-30%

03

Recommendation: Enhanced planning efficiency through the use of automated decision recommendations that evaluate order implications

Service-level adherence improves 5-10 percentage points

04

Reacting: Substantially improving response times to meet changing market demands through extensive connectivity

Response times improve 25-60%

Gartner (2023 Supply Chain Visibility, 2023 SCP Magic Quadrant), McKinsey (Smart Factory 2023; Autonomous Planning 2022-24; Supply Chain Disruption Response 2023), BCG (AI in Pharma Manufacturing 2023)

Three Key Focus Areas across our Intelligence Capability



GPS Intelligence Hub

The GPS Intelligence Hub consolidates data into a single platform, enabling GPS leaders and staff to quickly understand information and make informed decisions with real-time insights and predictive analytics.



Decision Intelligence

Facilitate the digitization, enhancement, and automation of decision-making through a platform that is connected externally and internally, operates in real-time, and continuously thinks, learns, and functions autonomously.

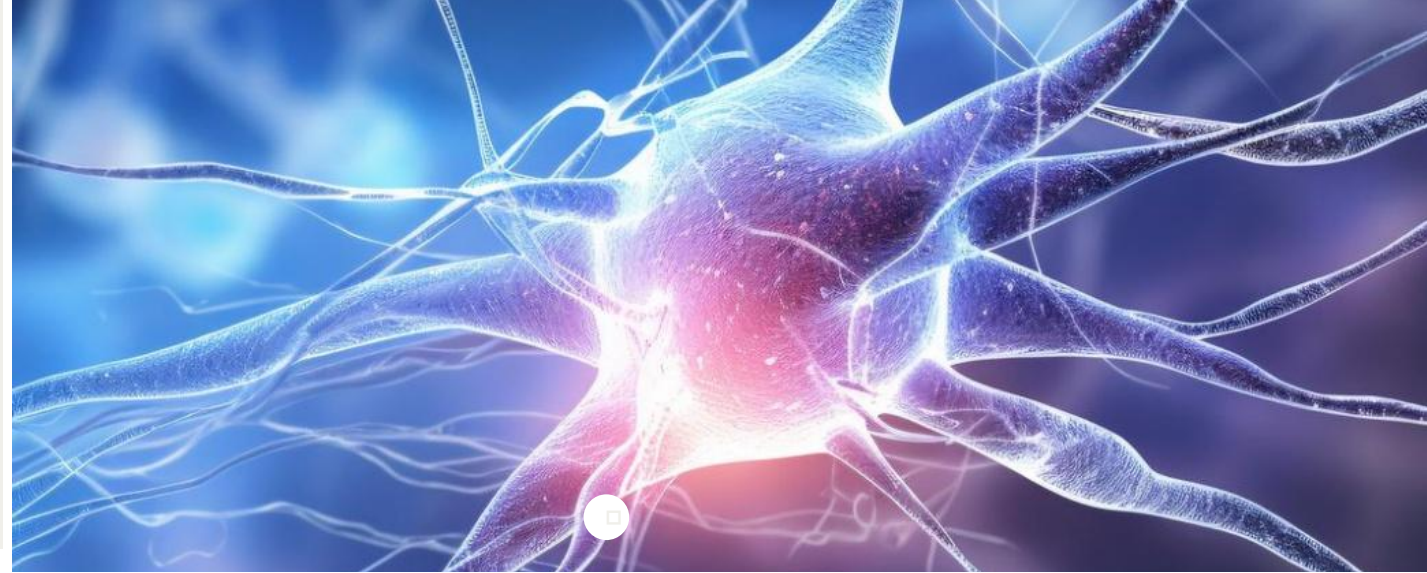


Agentic Artificial Intelligence

Agentic AI to deploy autonomous, goal-driven agents that streamline complex workflows by reasoning, making decisions, and executing tasks with minimal human intervention.

Intelligence Journey

Catalyst for real time and right time data driven decisions; enabling faster, better and simpler operations.



What we need

Level 1

Increased insights and analytics

Drive transparency through comprehensive performance tracking and systematic problem-solving

- Forward looking issue identification and resolution
- Continuous improvement
- Cross-functional collaboration

Level 2

Digital center of excellence

Control Towers: Utilizing advanced tools, analytics, predictive analytics, including machine learning, to detect risks or opportunities

- Leverage simulations to make better business decisions
- Strategic segmentation of supply chain

Level 3

Nerve center

Cockpit in full cross-functional mode; internal & external intelligence

- Full end-to-end supply chain optimization
- Continuous planning replaces discrete planning rhythm
- Citizen developer mindset

Process Excellence

Decision Intelligence

Seamless User Experience

Experience guiding principles



Multi-Channel Access: Delivers insights through Default View, My View, Chat, and Insights Engine



Personalization: Users can tailor views and focus on metrics most relevant to their roles



Conversational AI: Natural language chat and AI-driven prioritization provide fast, targeted insights



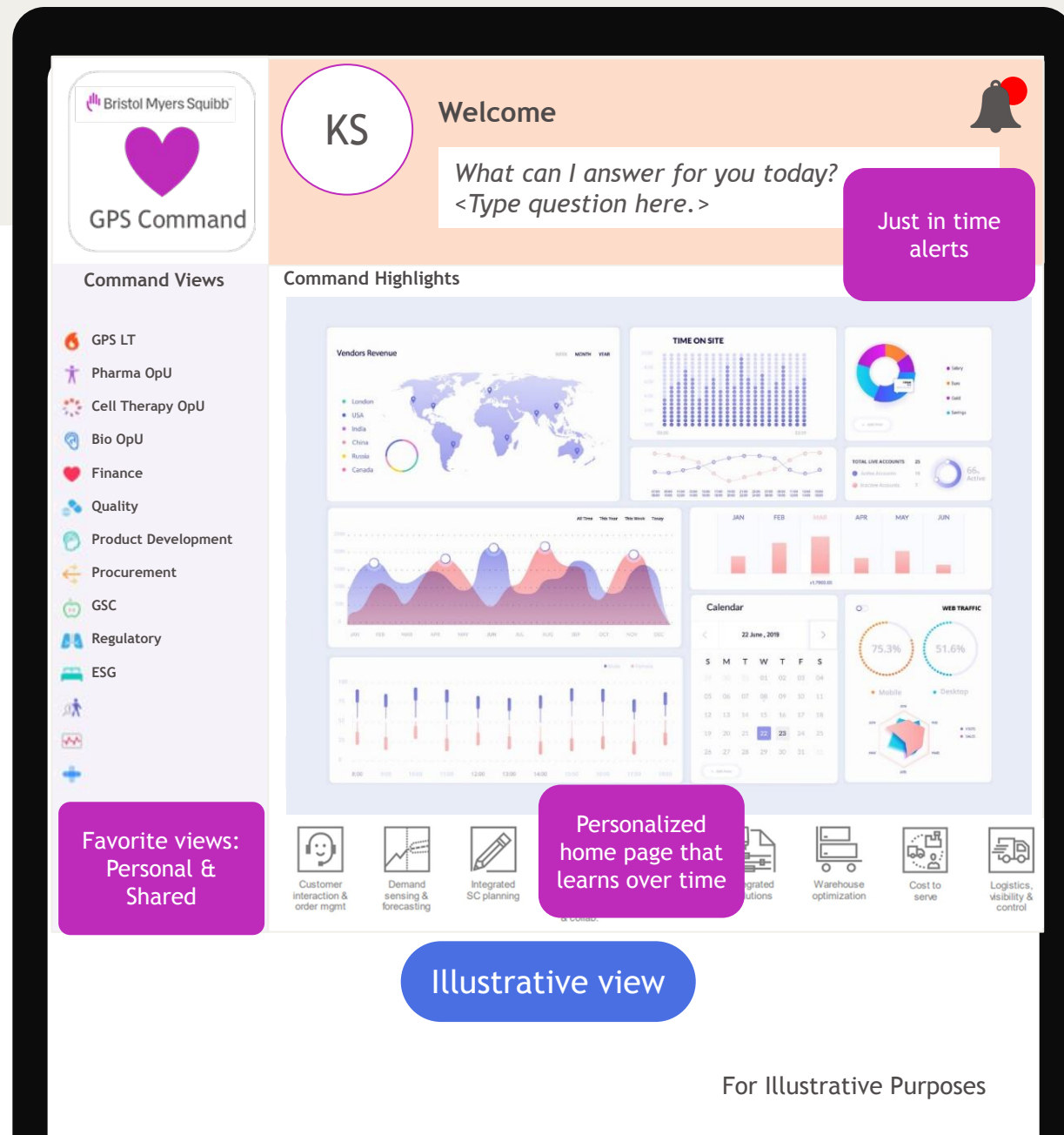
Structured Analysis: Pre-built charts and analysis to enable stepwise, structured exploration of data.



Scalable Intelligence: Matures with user needs, advancing intelligence capabilities over time.

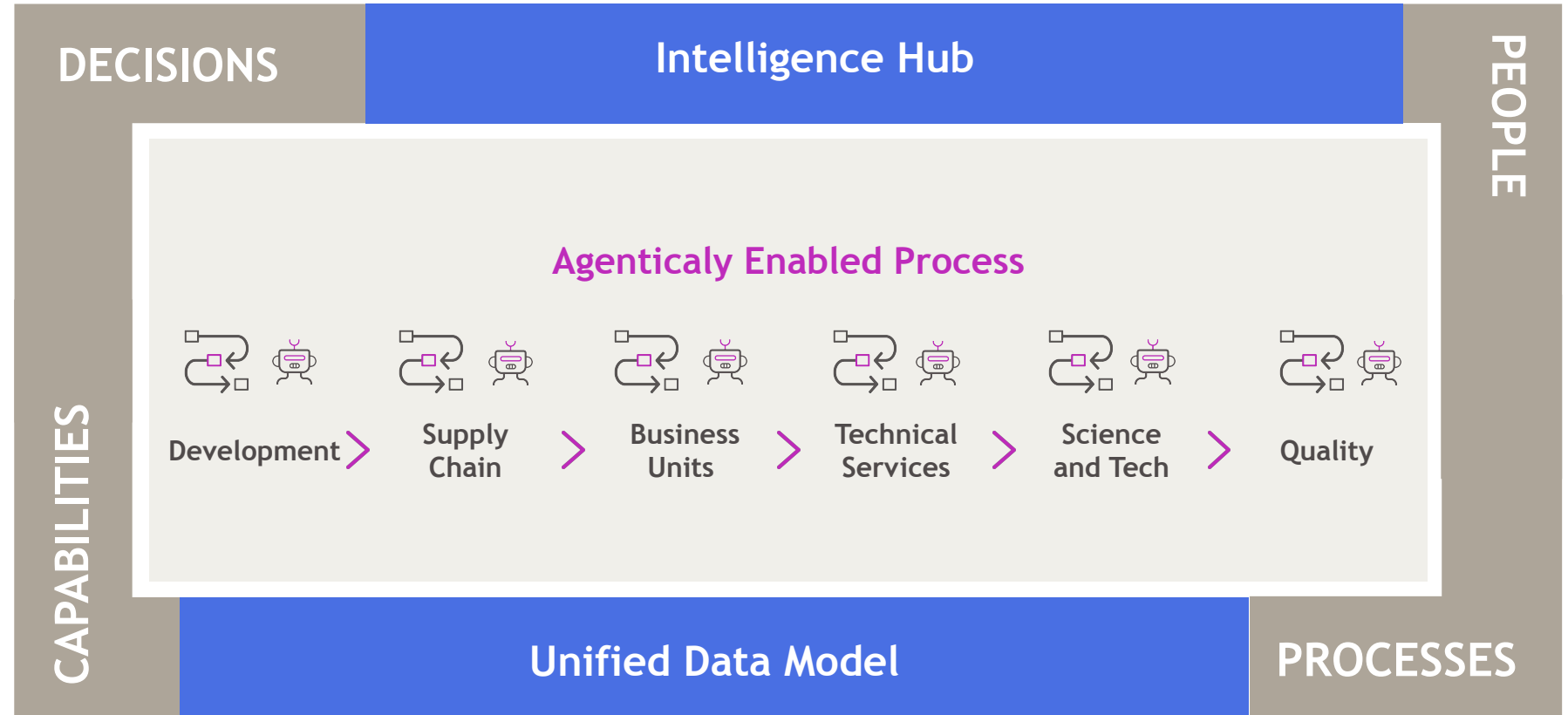


Agentic AI: Agentic AI deploying autonomous, goal-driven agents to streamline complex workflows



Intelligence Capabilities

Reimagining how we see, decide, and deliver – unleashing the full power of data and digital to transform every decision, every process, and every outcome.



In **Global Product Development & Supply**, we make sure our discoveries reach the people who need them most — **reliably, quickly, and with uncompromising quality**.



Improve decision making



Enable product launches



Increase service levels



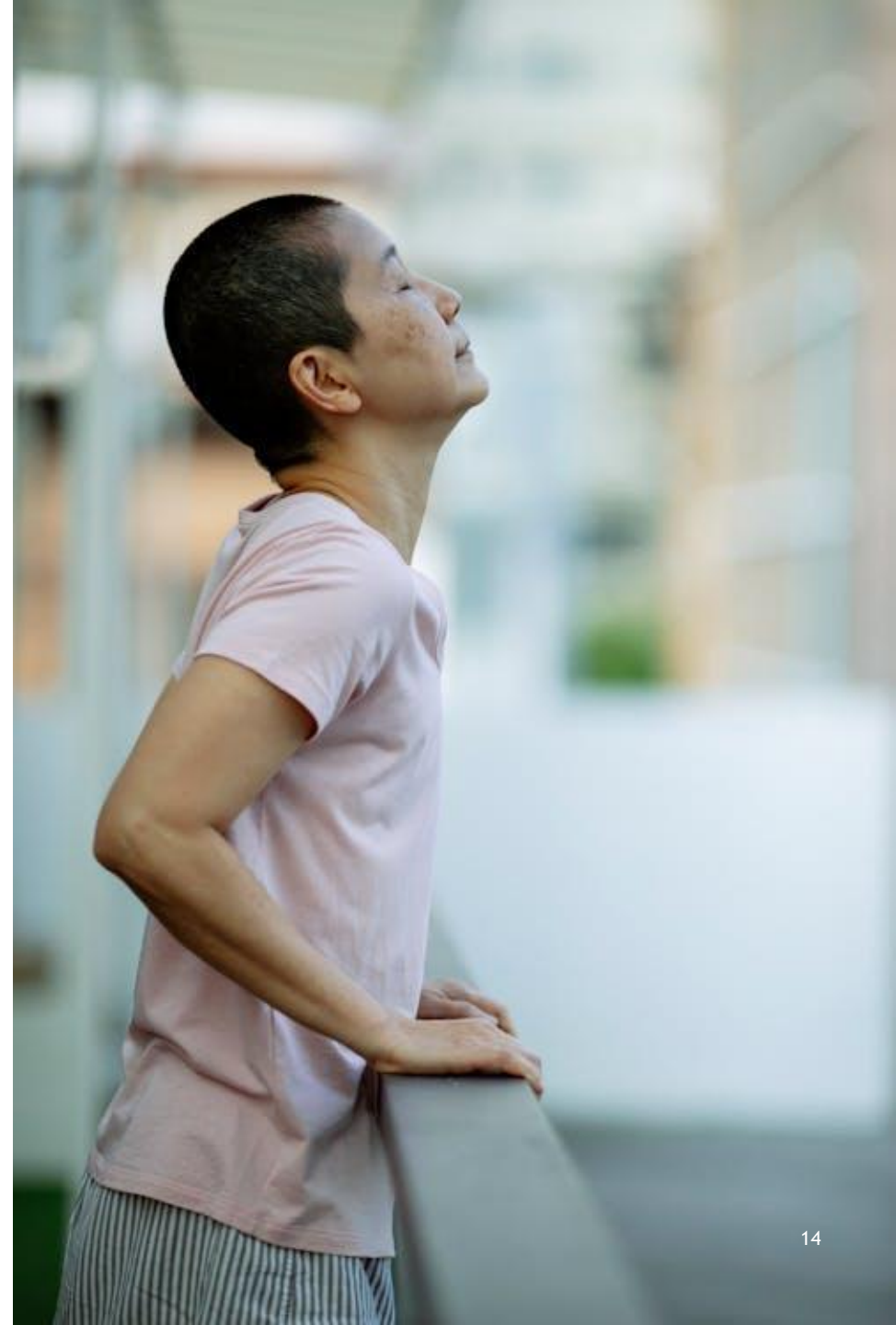
Optimize inventory, investments and costs



Reduce impact / meet sustainability goals



Increase employee value proposition and engaged workforce



Thank You

