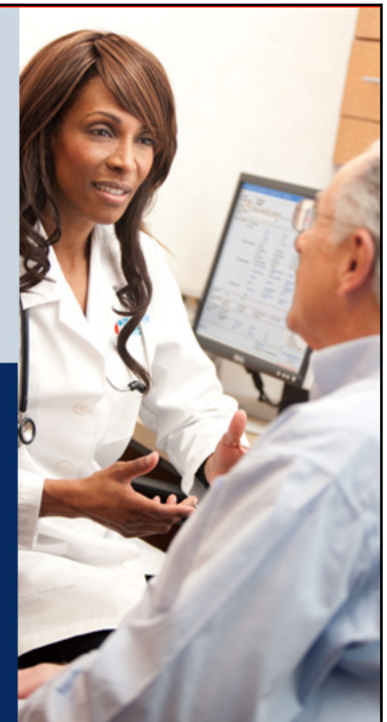
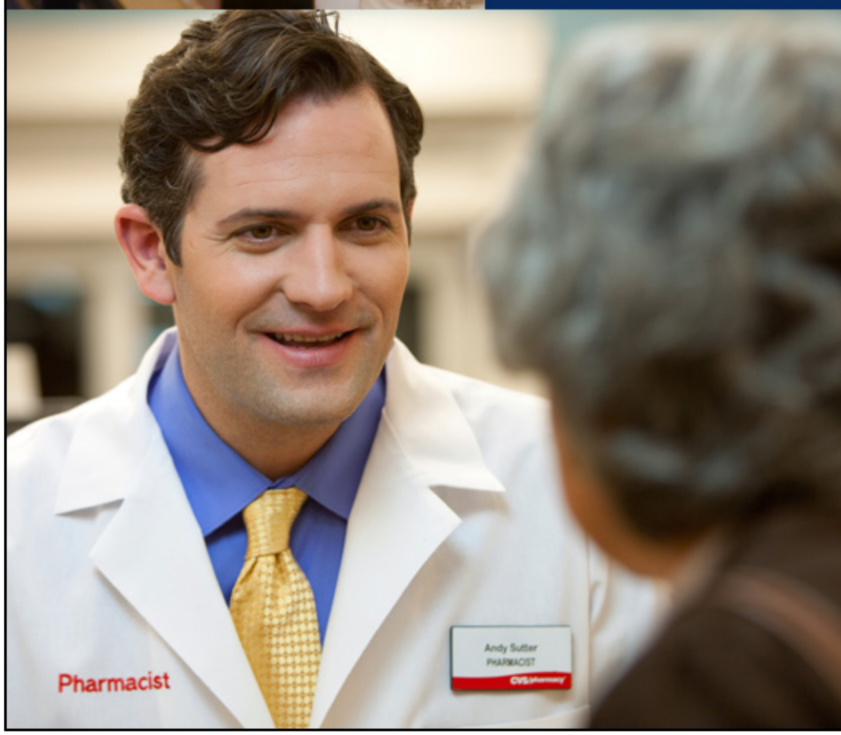
CVS CAREMARK

A Pharmacy Innovation Company





Analyst Day

December 13, 2012

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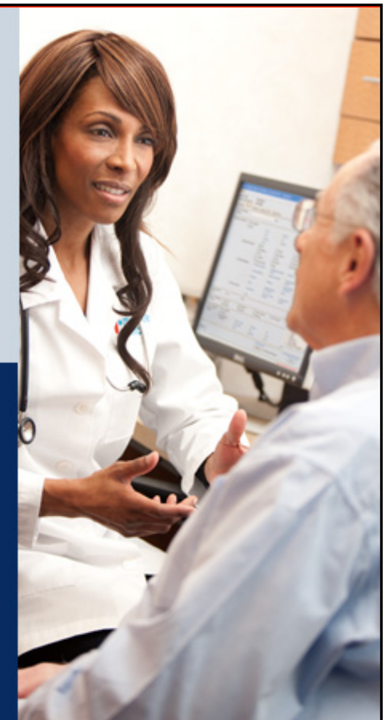

Welcome

Nancy Christal

Senior Vice President, Investor Relations

Safe Harbor Statement

During this presentation, we will make certain forward-looking statements that are subject to risks and uncertainties that could cause actual results to differ materially. Accordingly, for these forward-looking statements, we claim the protection of the safe harbor for forward-looking statements contained in the private securities litigation reform act of 1995. We strongly recommend that you become familiar with the specific risks and uncertainties that are described in the "risk factors" section of our annual report on form 10-K for the year ended December 31, 2011 and under the caption "cautionary statement concerning forward looking statements" in our quarterly report on form 10-Q for quarter ended September 30, 2012.

Non-GAAP Financial Measures

Free cash flow

Net earnings

\+ Non-cash charges

\+ Working capital change

\- Additions to property and equipment

\+ Proceeds from sale-leasebacks

Free cash flow

Adjusted EPS

Earnings (cont. ops) before income tax provision

\+ Amortization

\- Income tax provision

+/- Dilutive earnings adjustment

÷ Weighted average diluted common shares

Adjusted earnings per share (cont. ops)

Note: Working capital change does not include change in short-term debt

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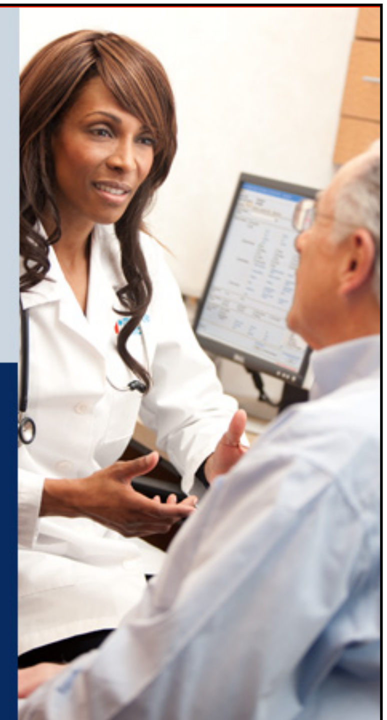


Opening Remarks

Larry Merlo

President & Chief Executive Officer

Our Purpose

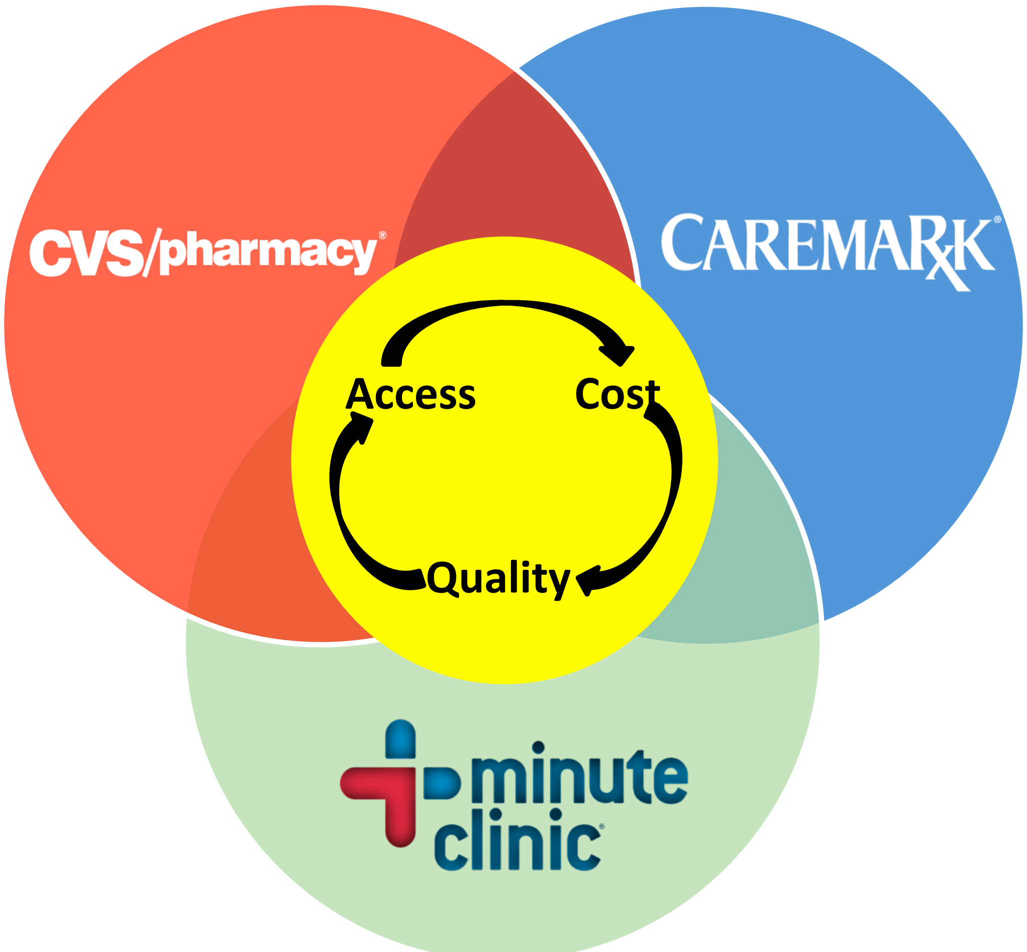
We are:
A pharmacy innovation company

Our purpose:
Helping people on their path to better health

Our strategy:
Reinventing pharmacy

Our values:
Innovation
Collaboration
Caring
Integrity
Accountability

Our Strategy: Reinventing Pharmacy For Better Health … And Better Shareholder Value



- Continued leadership in core businesses
- Pharmacy innovation to solve key health care issues
- Capitalize on the power of our integration "Sweet Spots"

Major Accomplishments Since Last Year's Meeting

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• Over-delivered 2012 financial targets	EPS & cash flow above target
• Capitalized on WAG/ESRX impasse	Gained over 24 million scripts
• Returned PBM to healthy growth trajectory	EBIT up ~20%
• Reaccelerated MinuteClinic growth	Opened ~100 new clinics
• Advanced integration "Sweet Spot" offerings	Significantly increased client adoption of programs

Today's Key Takeaways

Unique Position

- Integrated model enables pharmacy innovation
- Agility to pivot to address health care opportunities

Strategic Growth Framework

- Core businesses growing and gaining share
- Initiatives capitalize on unique assets
- Migrating toward more integrated view of company

Enhancing Shareholder Value

- Healthy earnings growth
- Substantial cash flow generation
- Disciplined capital allocation

Today's Agenda

Topic	Speaker
Financial Overview / Guidance Q&A	Dave Denton
Industry Overview & Strategic Growth Framework	Larry Merlo
Positioning The PBM For Long-term Success	Per Lofberg
PBM Growth Strategy	Jon Roberts
Retail Pharmacy Growth Strategy	Mark Cosby
MinuteClinic Growth Strategy	Andy Sussman, MD
Thriving In A Rapidly-evolving Health Care System	Troy Brennan, MD, MPH
Wrap-up And Q&A	All

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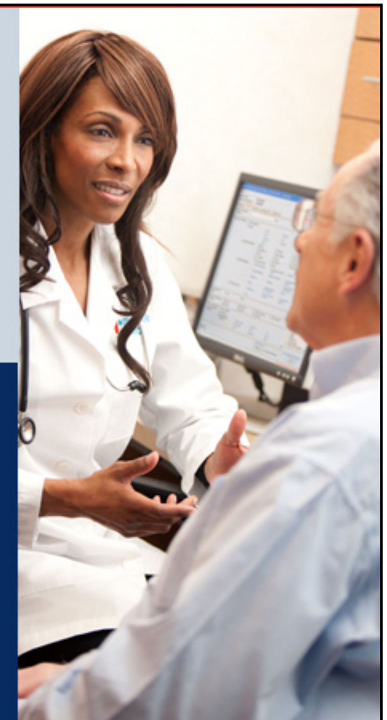

Driving Shareholder Value

Dave Denton

Executive Vice President & Chief Financial Officer

Agenda

CVS CAREMARK

2012 financial highlights

Capital allocation priorities

2013 guidance review

Steady state targets … enterprise view

Focused On Enhancing Shareholder Value

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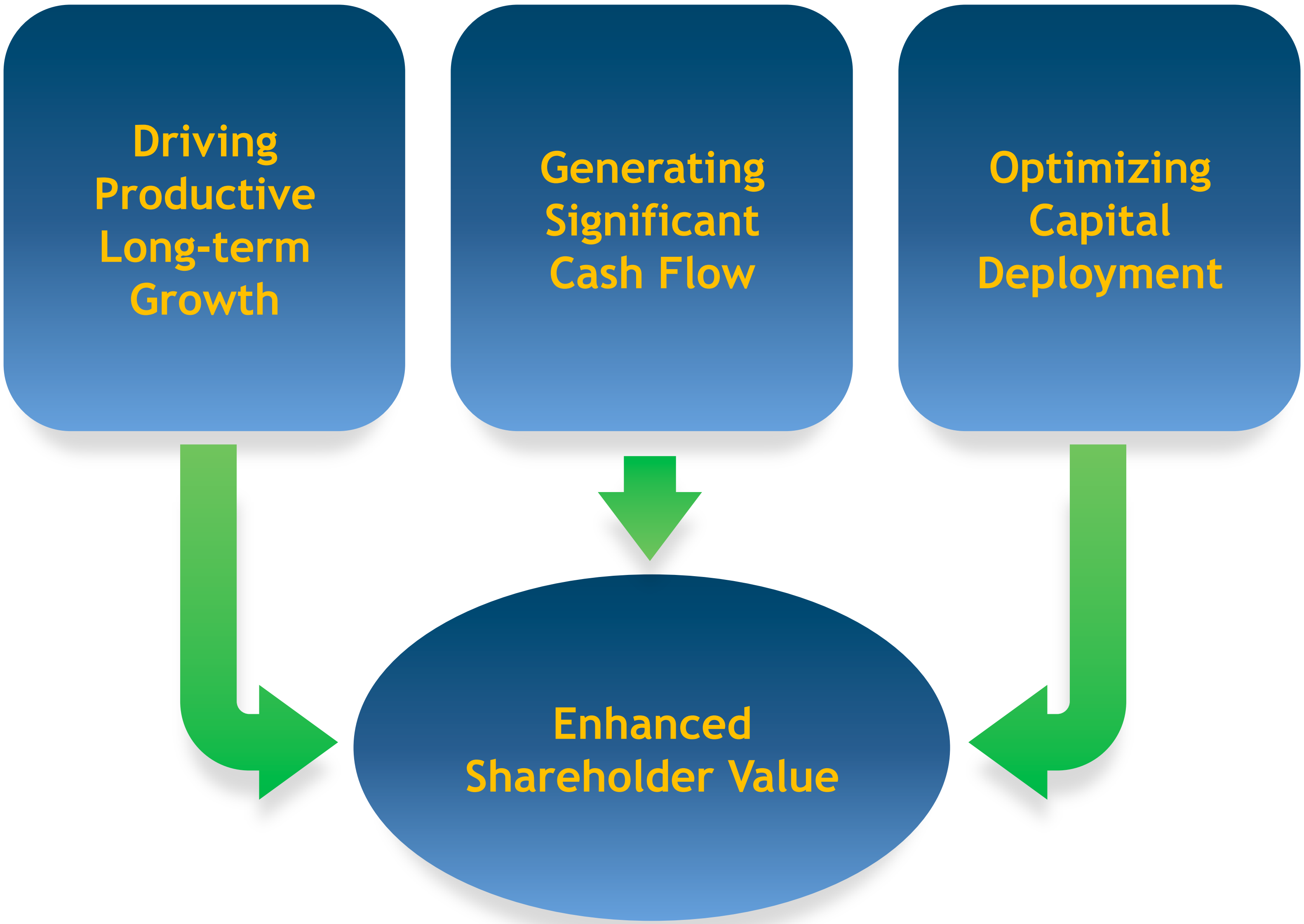

2012 Growth Creating Significant Shareholder Value

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- Expect to deliver EPS well above initial targets
  - Drove solid performance in core businesses
  - Gained disproportionate share from Walgreens/Express Scripts impasse
  - Cut costs and improved efficiencies across the enterprise
- Generated substantial free cash flow
  - Successfully delivered on inventory improvement target
- Capital allocation optimized
  - Returned ~$5 billion to shareholders through dividends and share repurchases

2012 Guidance Reaffirmed

	Full-year 2012
Net revenue growth	14.25% to 14.75%
Adjusted EPS (from cont. ops.) *Year-over-year growth*	$3.38 to $3.41 *Up 20.75% to 21.75%*
Free cash flow	$4.6b to $4.9b

Notes:
1. GAAP diluted EPS (from cont. ops.) guidance for full-year 2012 is reaffirmed as $3.15 to $3.18.
2. Guidance does not include the impact of the 2012 cash tender and debt refinancing.

Strong Balance Sheet Enables Flexibility

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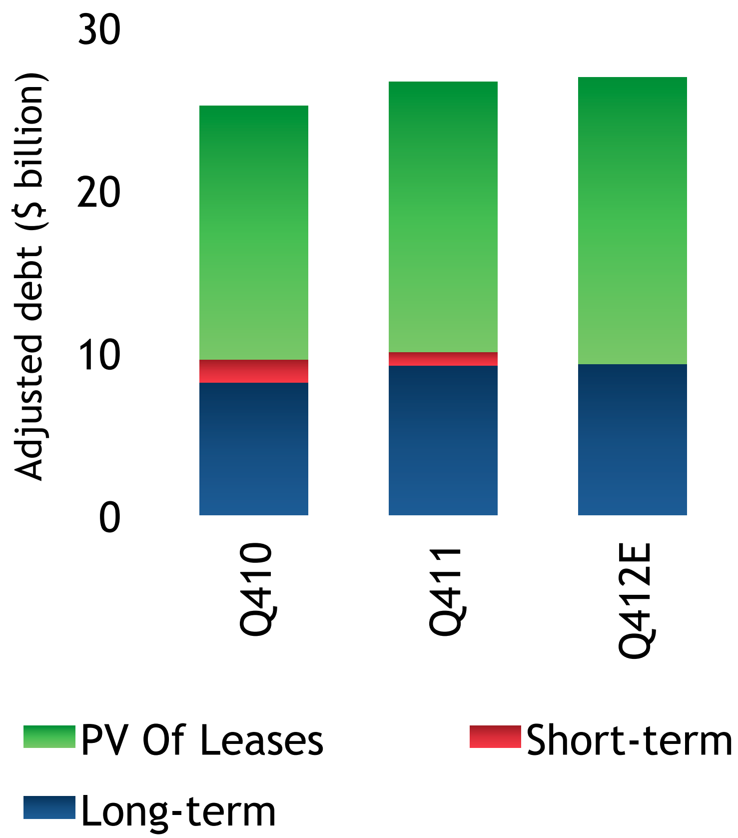
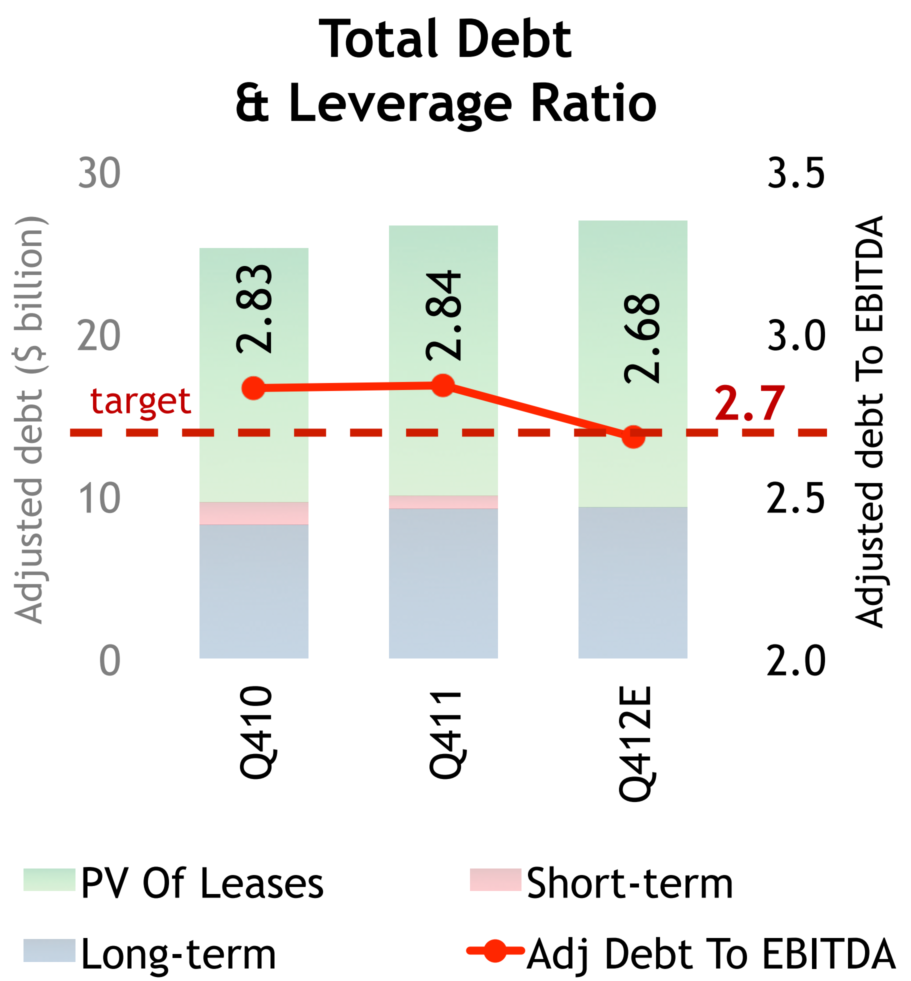
Total Debt



Note: 2012 estimate does not include the impact of the 2012 cash tender and debt refinancing.

- Focused on maintaining high BBB rating
- Since 2010, cash cycle reduced by 12.1 days
  - Retail Days In Inventory improved by 9.0 days
  - Retail Days Payables Outstanding improved by 3.4 days

Strong Balance Sheet Enables Flexibility



Note: 2012 estimate does not include the impact of the 2012 cash tender and debt refinancing.

- Focused on maintaining high BBB rating
- Since 2010, cash cycle reduced by 12.1 days
- Targeting Adjusted Debt-to-EBITDA ratio of 2.7X
  - Able to issue debt to maintain ratio
  - Modifying long-term debt structure to take advantage of low interest rates

Debt Refinancing Will Improve Earnings and Cash Flow

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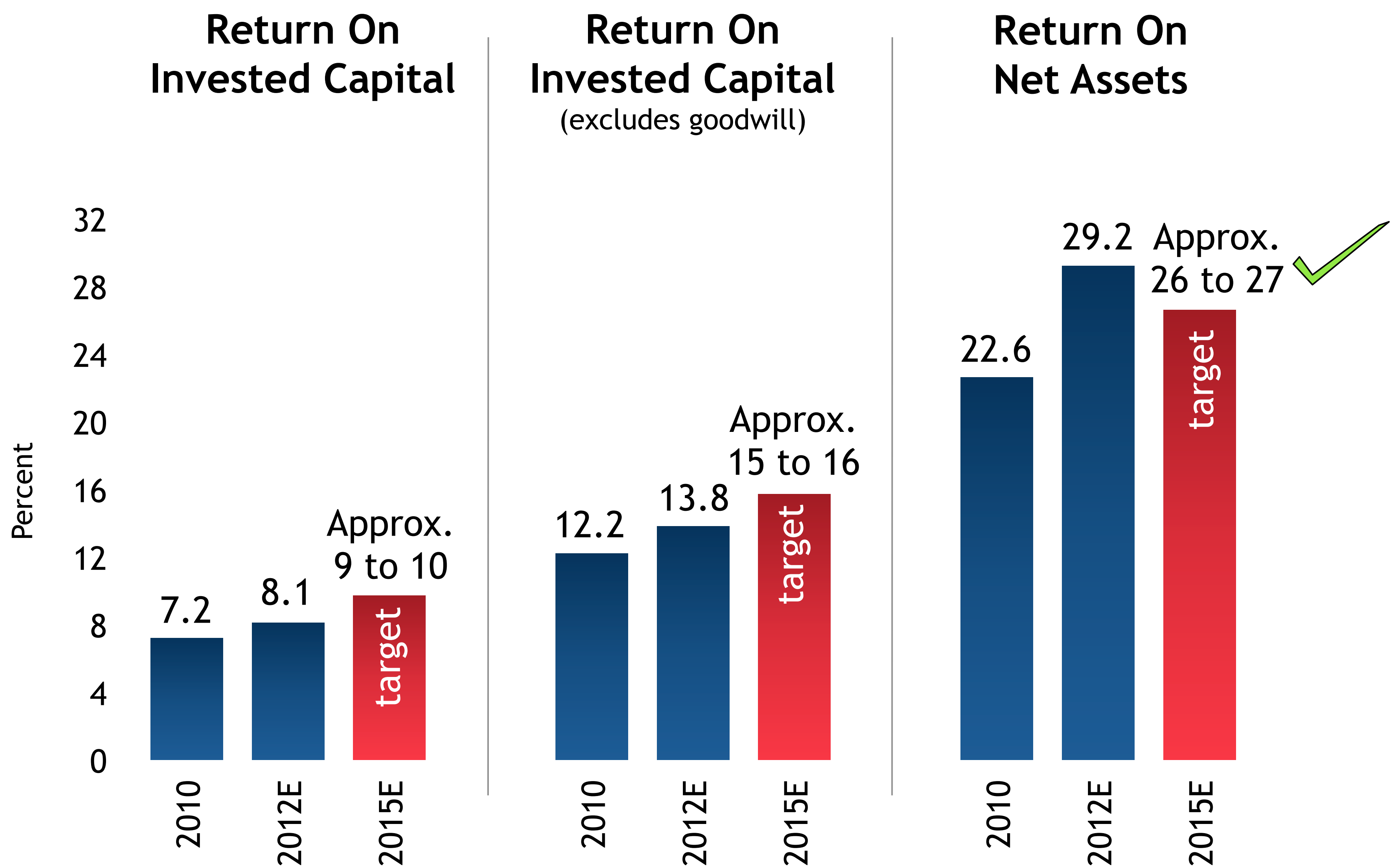
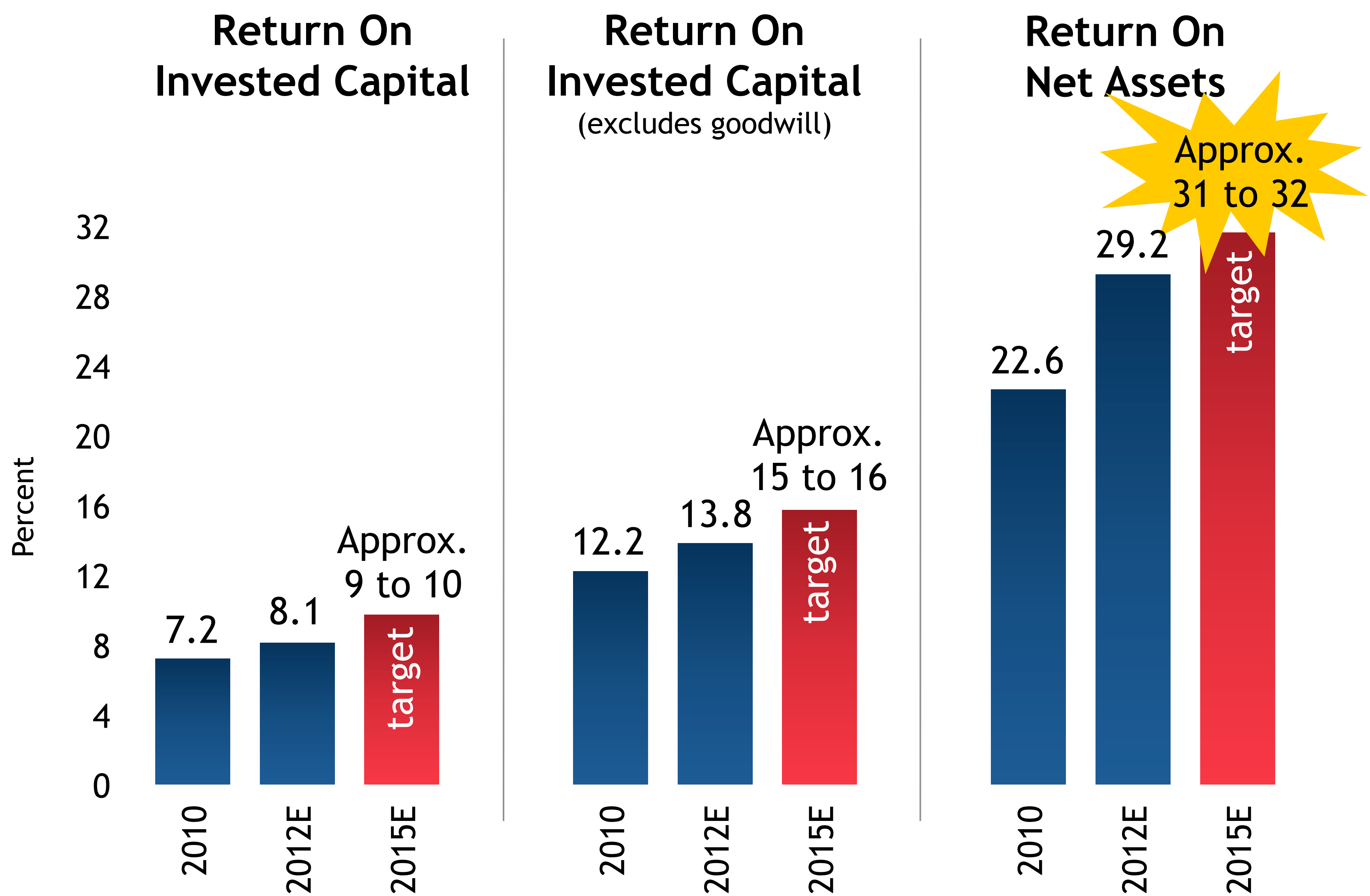
- Cash "waterfall" tender offer for up to $1.3 billion, collectively
  - Any and all of $1.00 billion, 6.600% senior notes due 2019
  - $0.70 billion, 6.125% senior notes due 2016
  - $1.75 billion, 5.750% senior notes due 2017
- Issued $1.25 billion, 2.750% senior notes due 2022
- Benefiting from advantageous interest rate environment
- After-tax, one-time costs between $160 million and $220 million in 2012
  - Between 13¢ and 17¢ of EPS
- **Impact from tender and refinancing not included in 2012 or 2013 guidance**

Annual EPS accretion of approximately 2¢ going forward

Focused On Improving Returns



Focused On Improving Returns



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Steady state targets … enterprise view

Disciplined Cash Deployment 2011 – 2015

Cash Available For Enhancing Returns

$31 Billion

Dividends

Target payout ratio of 25% to 30% by 2015

~25% implied dividend CAGR

Return On Invested Capital

Drive ROIC with value-enhancing projects

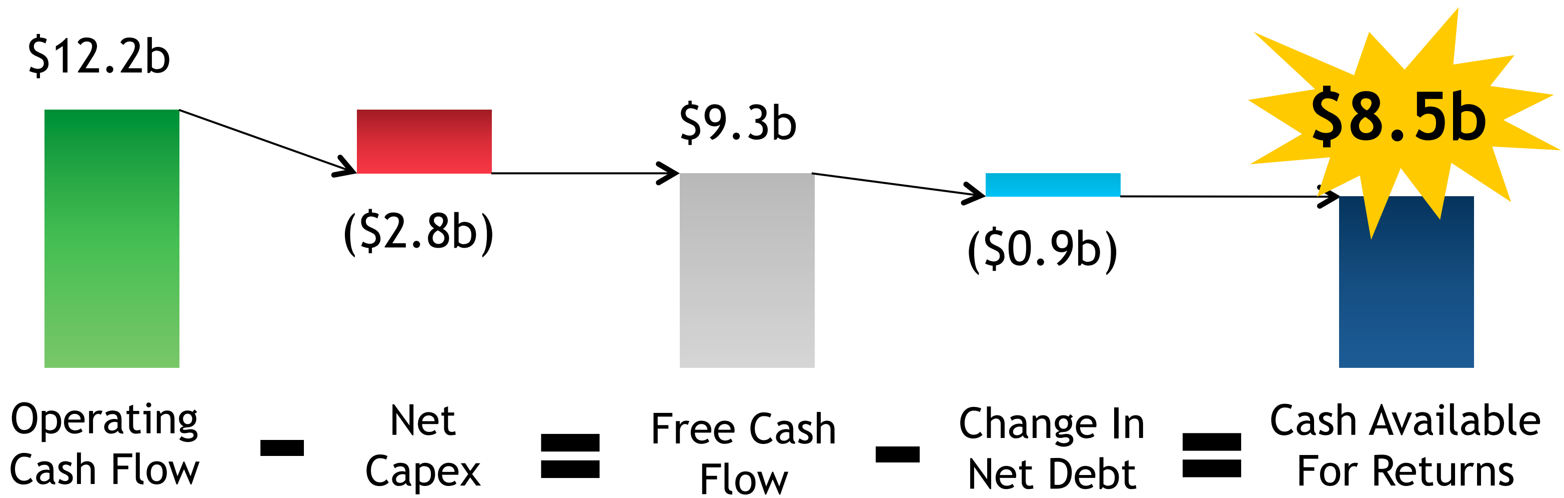
Share Repurchases

$3 to $4 billion per year

Value creating

Note: Cash available for enhancing returns = Free cash flow +/- change in net debt

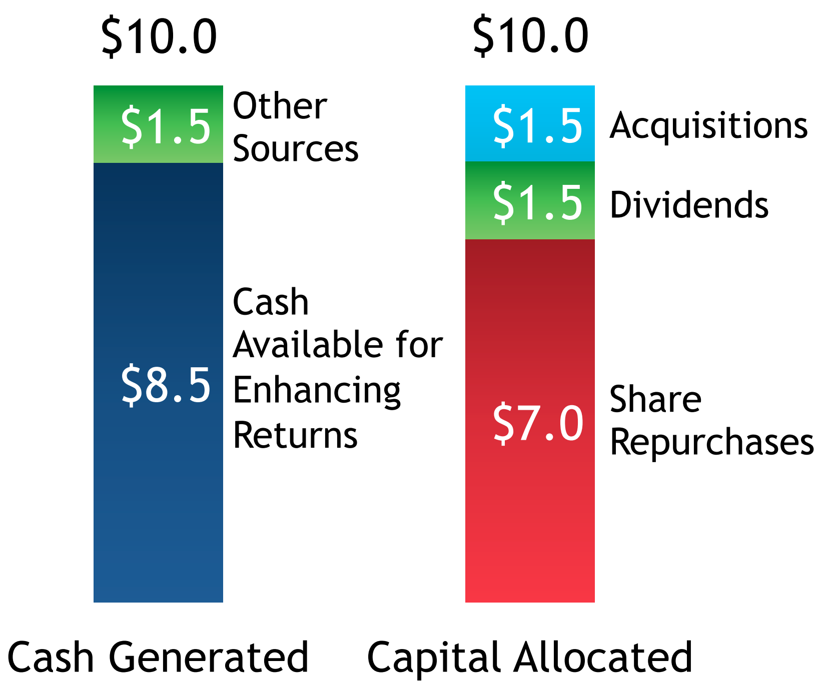
Substantial Cash Generation In 2011 & 2012 Combined



Notes:
1. Figures represent actual results for 2011 and estimates for 2012, combined.
2. Estimates do not include the impact of the 2012 cash tender and debt refinancing.
3. Figures may not foot due to rounding.

Disciplined Capital Allocation Over The Last Two Years

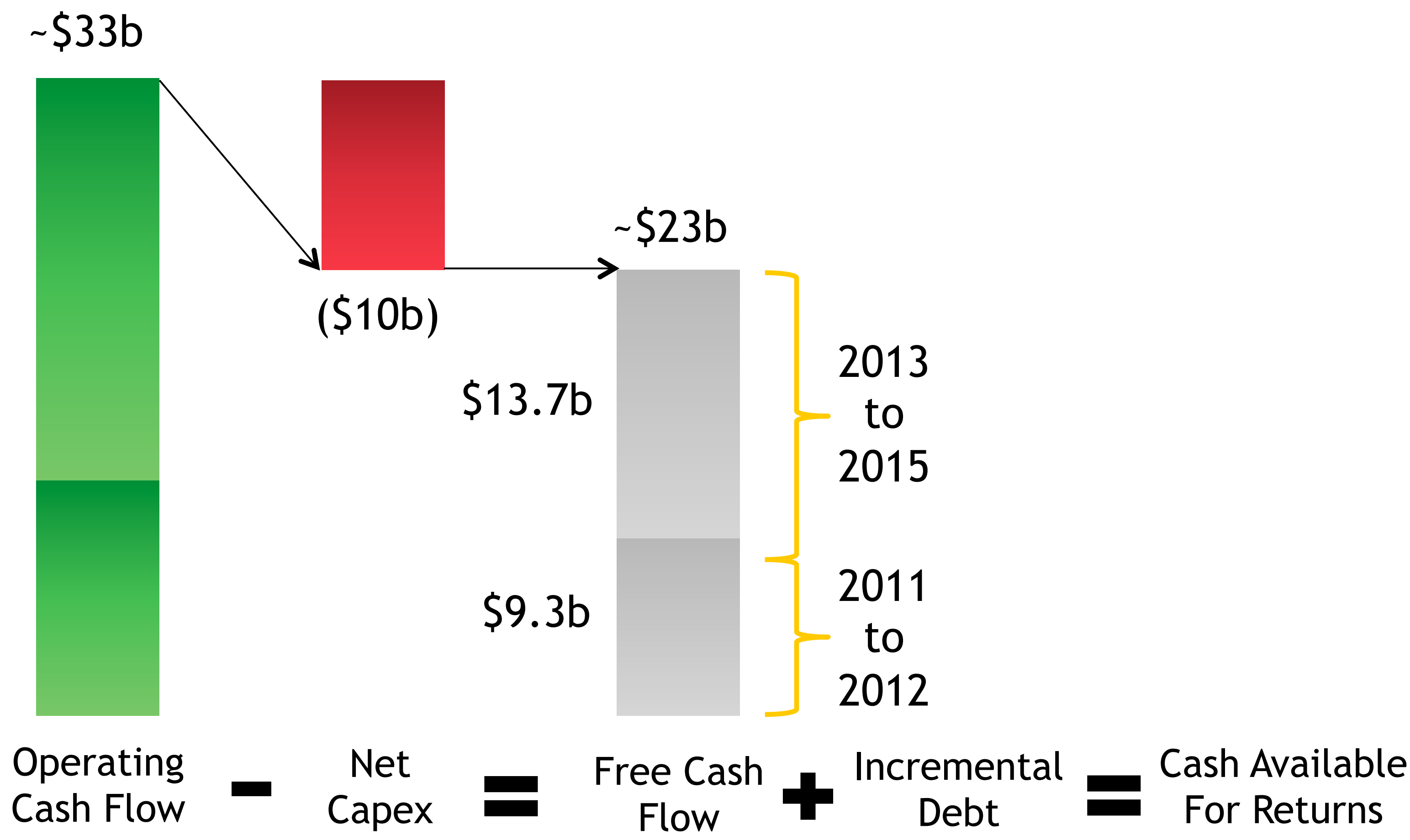
2011 & 2012E Combined
(billions)



Note: Other sources of cash include proceeds from exercise of stock options among other items.

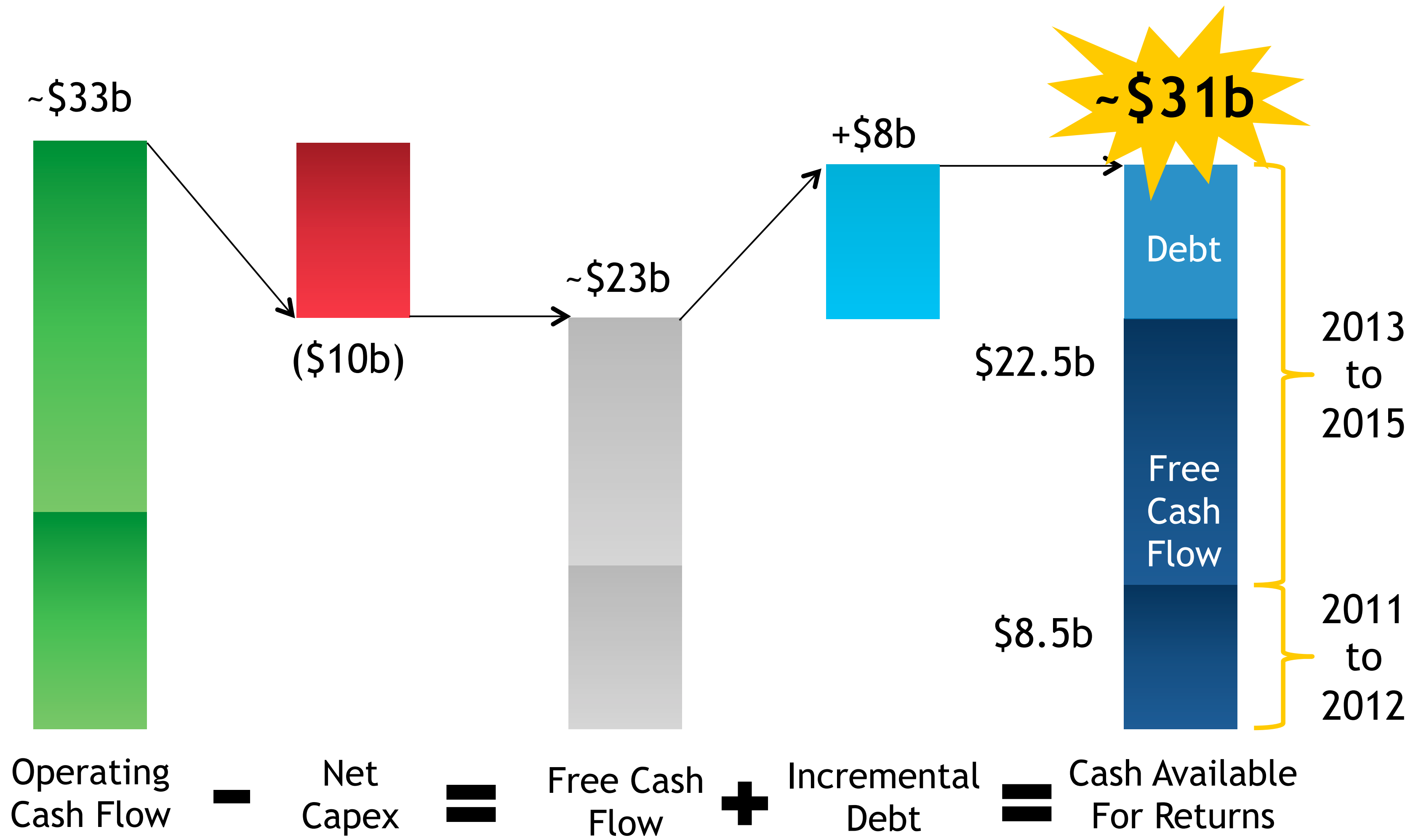
- 86% increase of quarterly dividend
  - Payout ratio currently at 21%
- Bolt-on acquisitions strengthened Medicare Part D business
- Expected to complete $7 billion of value-creating share repurchases
  - $3.5 billion repurchased per year, on average
- Use of capital in line with steady state targets

$31B Of Cash Available To Enhance Returns 2011-2015



Note: Figures represent targets for the years 2011 through 2015, under steady state five-year business model.

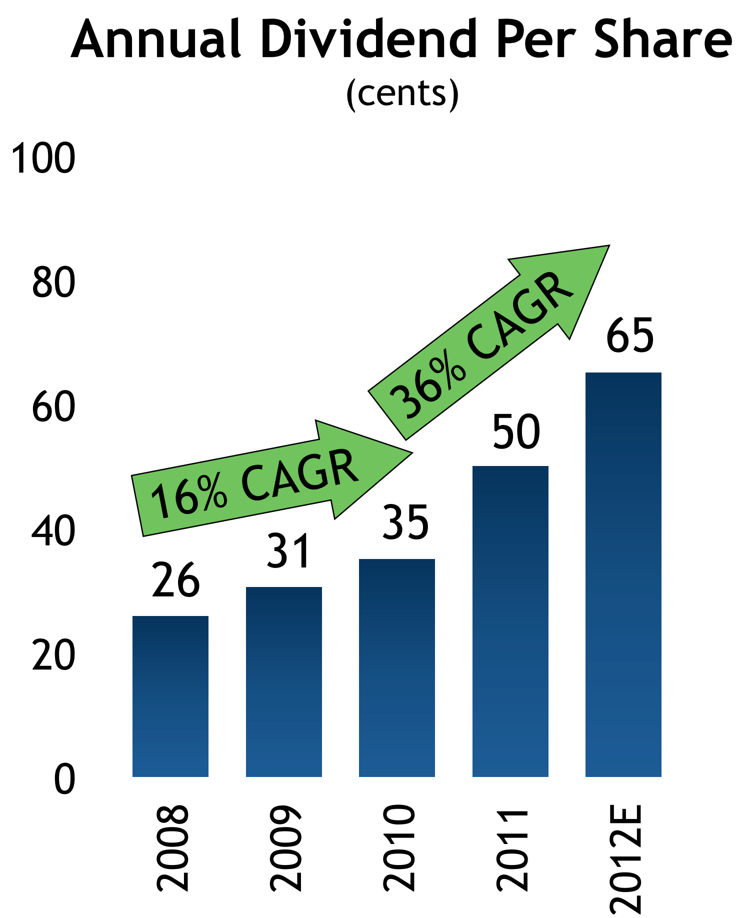
$31B Of Cash Available To Enhance Returns 2011-2015

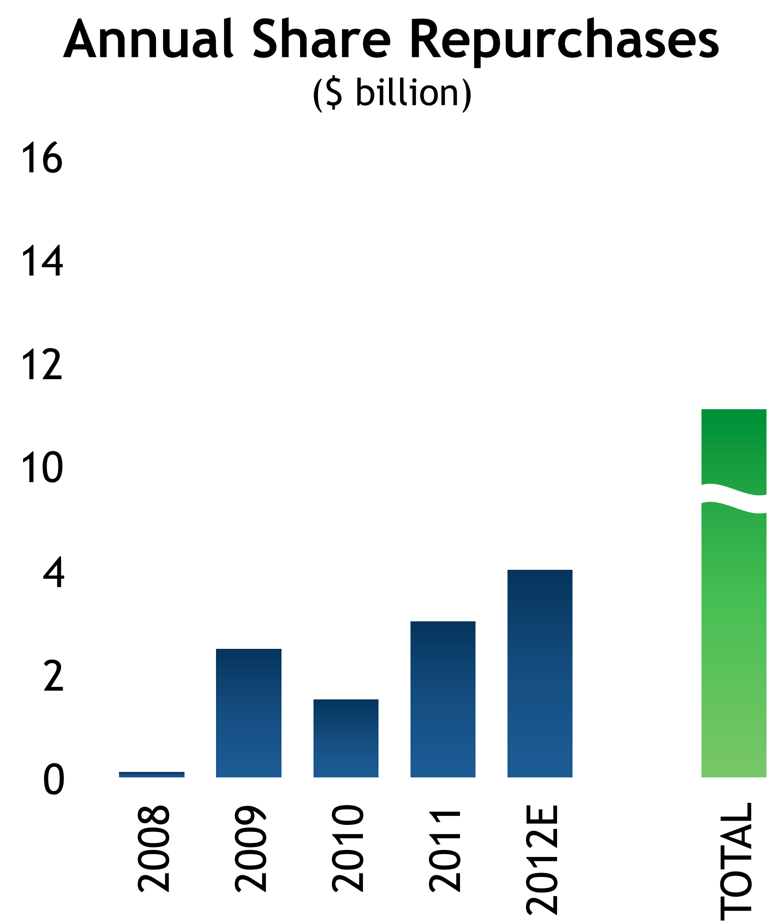


Note: Figures represent targets for the years 2011 through 2015, under steady state five-year business model.

~$22 billion of cash should be available 2013 through 2015

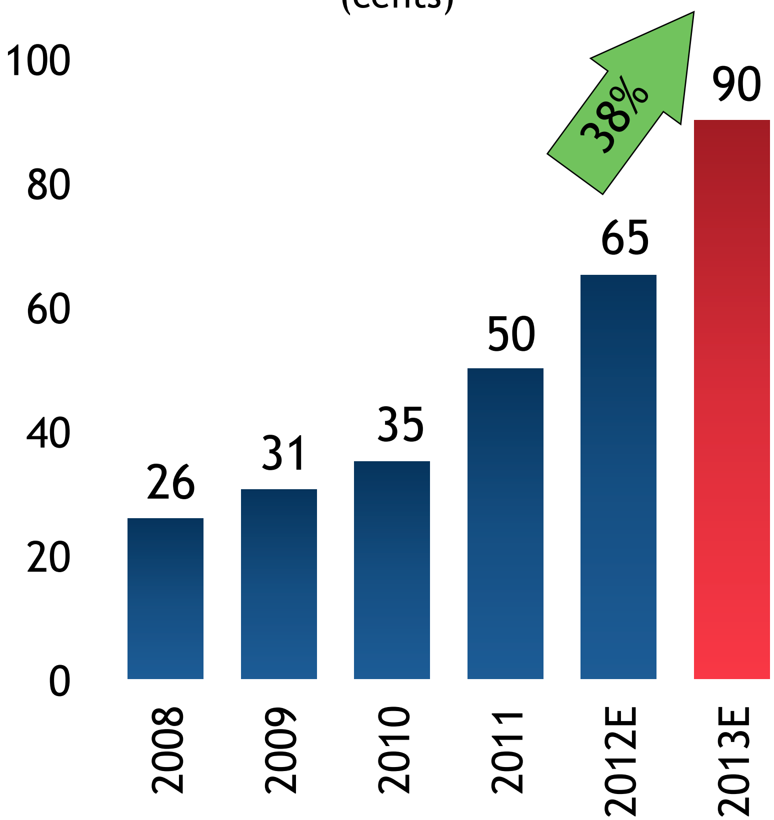
Solid History Of Enhancing Shareholder Returns



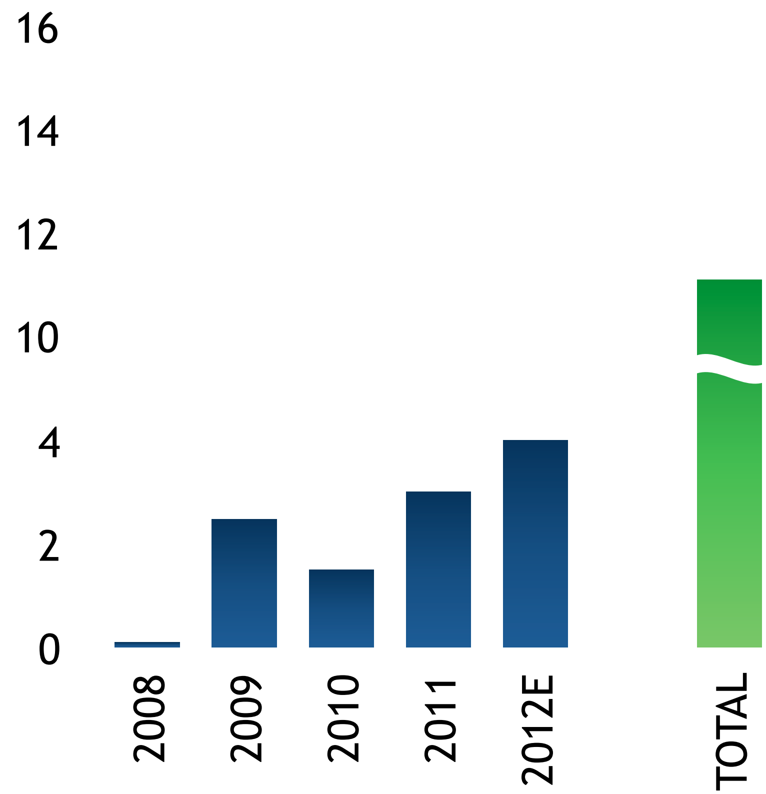


Substantial Dividend Increase In 2013 …

Annual Dividend Per Share
(cents)



Annual Share Repurchases
($ billion)



Achieve 25% dividend payout ratio … **two years early!**

… And Significant Share Repurchases

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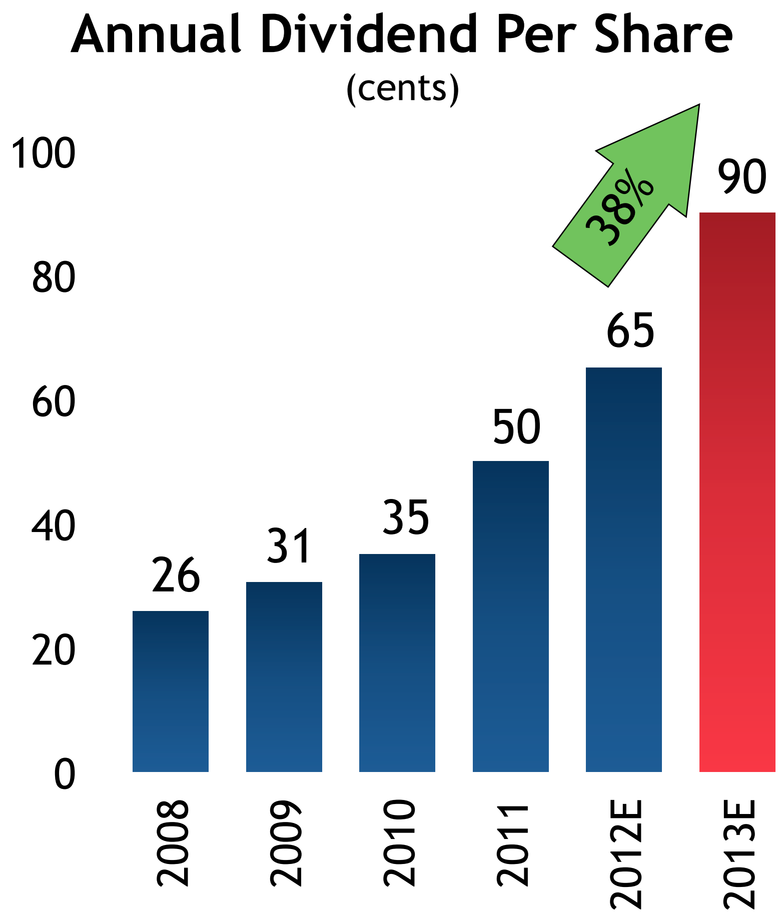

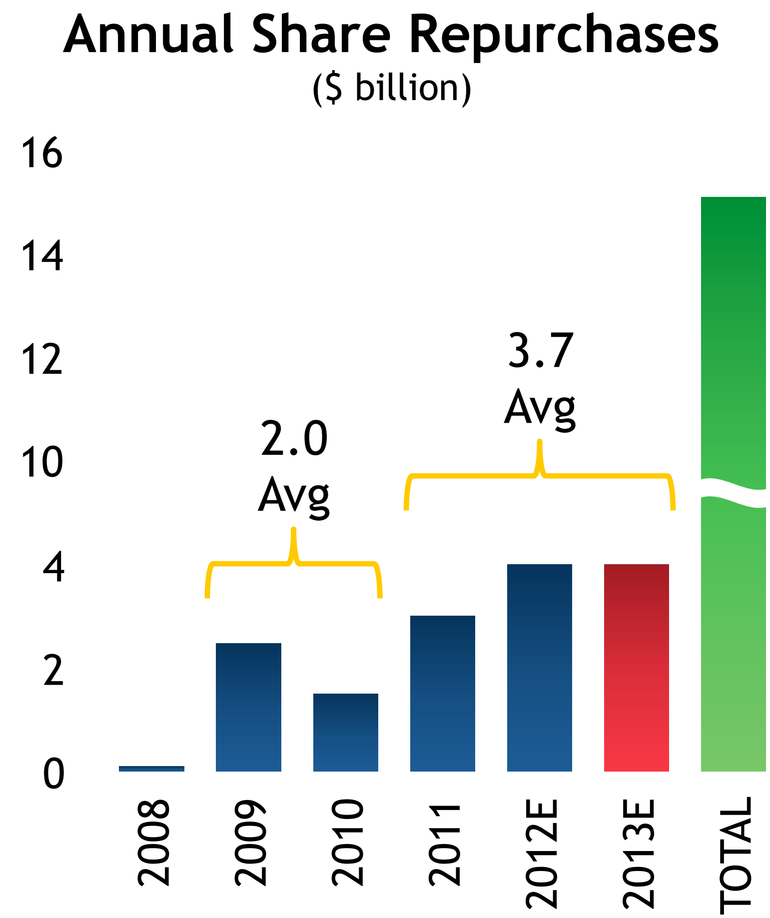

Nearly **$5 billion** expected to be allocated to shareholders in 2013

Agenda

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Steady state targets … enterprise view

2013 Guidance: Solid Enterprise Growth

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	Full-year 2013
Net revenue growth	0.75% to 2.0%
GAAP diluted EPS (from cont. ops.)	$3.59 to $3.73
Adjusted EPS (from cont. ops.)	$3.84 to $3.98
Year-over-year growth	*Up 13.25% to 17.25%*

Notes:
1. EPS estimates assume completion of $4 billion in share repurchases, as part of a $6.0 billion share repurchase program authorized by CVS Caremark's board of directors in September 2012. Timing of repurchases should roughly follow the timing of share repurchases in 2012.
2. Year-over-year growth rate based on mid-point of 2012 guidance range.
3. Estimates include one less day in 2013 versus 2012 for leap year.
4. Estimates do not include the impact of the 2012 cash tender and debt refinancing.

2013 Guidance: Superior Free Cash Flow

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(billions)	**Full-year 2013**
Operating cash flow	$6.4 to $6.6
Gross capital expenditures	*Approximately ($2.1)*
Sale-leaseback proceeds	*$0.5 to $0.6*
Net capital expenditures	($1.6) to ($1.5)
Free cash flow	**$4.8 to $5.1**
Growth Over LY	*Approximately 4%*

Notes:
1. The Company finances a portion of its store development program through sale-leaseback transactions. Use of sale-leaseback financing is subject to change, as we evaluate a variety of financing vehicles for future development; this may also result in changes to our definition of free cash flow.
2. Estimates include one less day in 2013 versus 2012 for leap year.
3. Figures might not foot due to rounding.

2013 Guidance: Healthy Outlook In Retail Pharmacy

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Retail Pharmacy Segment	Full-year 2013
Net revenue growth	1.25% to 2.5%
Same store sales	*0.25% to 1.5%*
Same store scripts	*1.5% to 2.5%*
Gross profit margin	Moderate improvement
Operating expense *(% of revenue)*	Flattish
Operating profit growth	5.0% to 6.75%
Operating profit margin	Up 30 bps to 40 bps

Notes:
1. Same store script growth is estimated using the standard convention of counting all scripts, regardless of the days supply, as one script.
2. Estimates, including "same store" estimates, include one less day in 2013 versus 2012 for leap year.

2013 Guidance: Significant Improvement In PBM

Pharmacy Services Segment	Full-year 2013
Net revenue growth	1.5% to 2.75%
Total adjusted claims	*1.035b to 1.045b*
Gross profit margin	Modest improvement
Operating expense *(% of revenue)*	Modest improvement
Operating profit growth	10.0% to 14.0%
Operating profit margin	Up 30 bps to 40 bps

Notes:
1. Estimates include one less day in 2013 versus 2012 for leap year.

Profitability In 2013 Affected By Several Factors

- Impact of Walgreens/Express Scripts impasse and resolution

- Even greater profitability from generics in 2013 versus 2012
  - Significant benefit from 2012 break open generics wraps into 2013

- Leap year in 2012
  - One day equals approximately $21 million in earnings, or 2¢ in EPS

Impact Of WAG/ESRX Impasse Exceeded Expectations

At Last Year's Analyst Day, We Said We Expected …

- Full-year EPS impact **between 8¢ and 11¢**
- Full-year EBIT impact of **$175 million to $235 million**
- Full-year pharmacy scripts impact of **16.9 million to 23.0 million**
- Full-year pharmacy same store sales **impact of ~ 300 bps**

This Year, We Are Forecasting …

- Full-year EPS impact of **at least 12.5¢**
- Full-year EBIT impact of **at least $260 million**
- Full-year pharmacy scripts impact of **at least 24.0 million**
- Full-year pharmacy same store sales **impact of ~ 360 bps**

We gained disproportionate share … we expect to retain disproportionate share

WAG/ESRX Impasse Still Benefits Business In 2013

- Benefit from 2012 WAG/ESRX impasse embedded in underlying retail results
- Currently expect to retain **at least 60%** of scripts gained
- Comparison to strong share gains in 2012

2013 Estimates	With Impact	Without Impact	WAG Impact
Retail same store scripts	1.5% - 2.5%	2.9% - 3.9%	~ 135 bps
Retail same store pharmacy sales	0.0% - 1.0%	1.3% - 2.3%	~ 135 bps
Retail operating profit growth	5.0% - 6.75%	7.3% - 9.0%	~ 225 bps

Generics Continue To Represent A Significant Opportunity In The Coming Years

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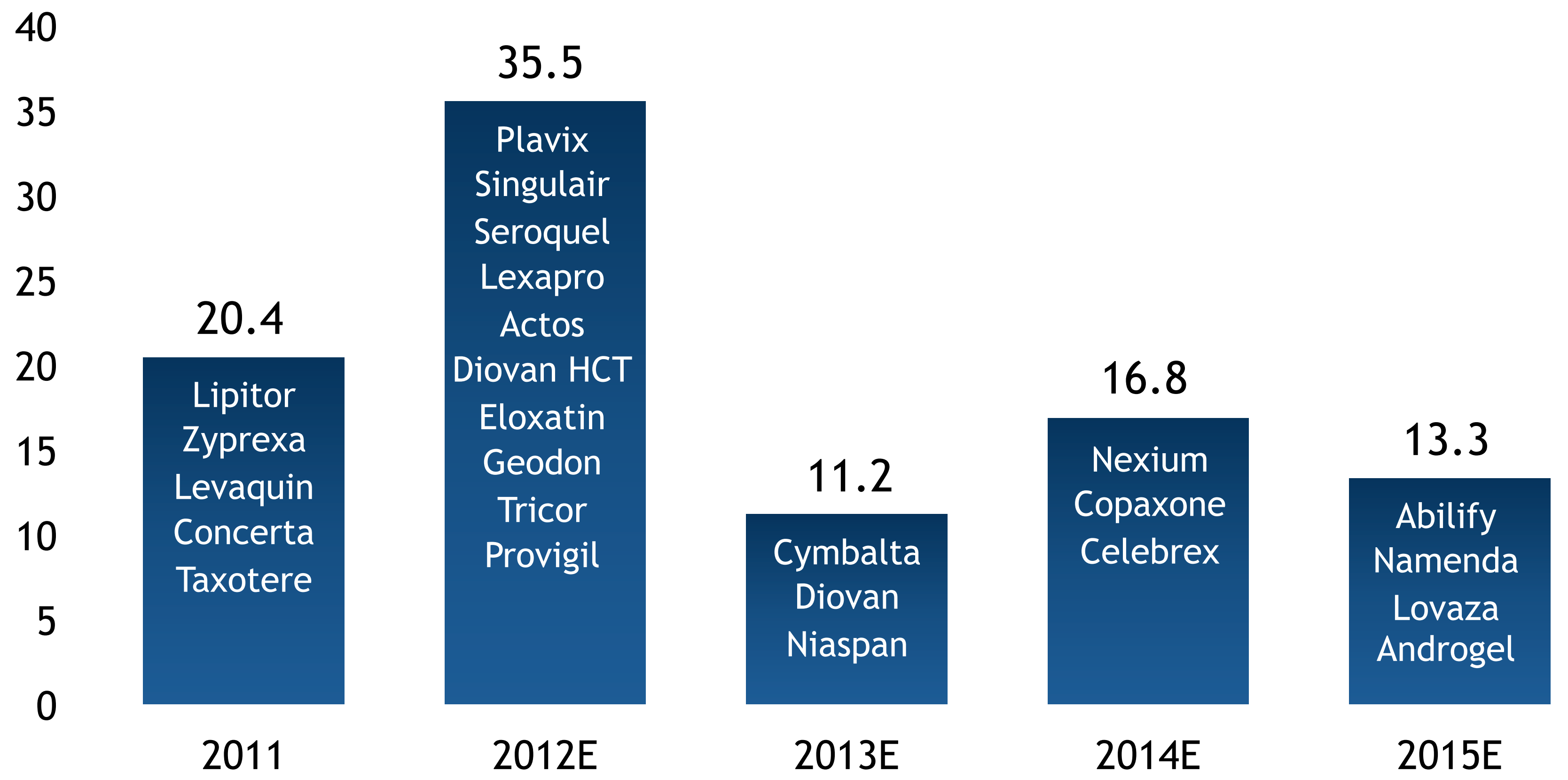
Total Brand Market Sales

($ billions)

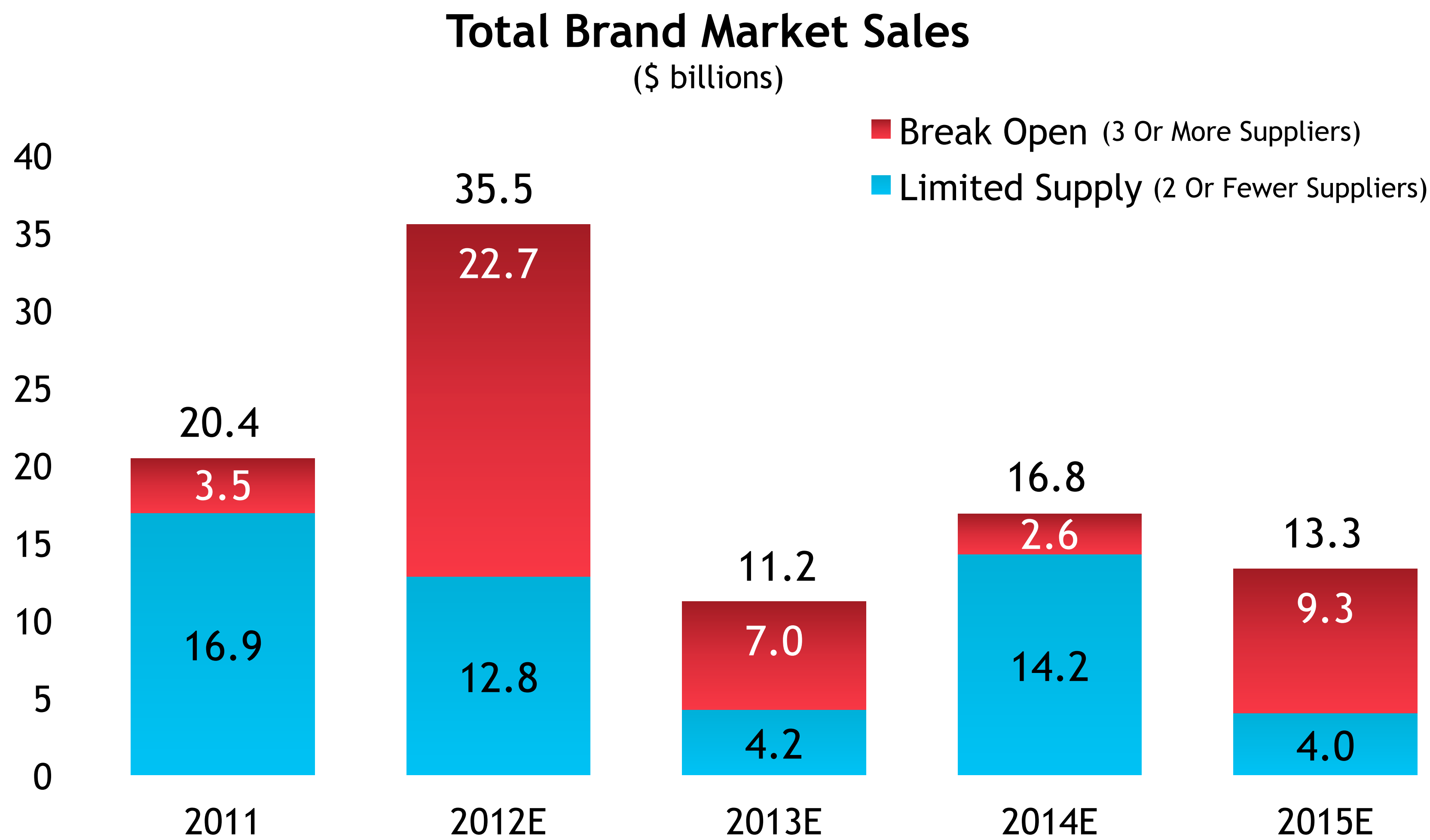


Notes:

1. Total brand market sales estimates represent annualized sales; includes all expected generic launches in total brand numbers with key launches highlighted; assumes 6 months pediatric extension on all launches; forward looking information assumes no "at risk" launches.
2. The timing of generic introductions and number of suppliers can be impacted by a variety of factors, including legal challenges, regulatory issues and manufacturing capacity.

Sources: IMS Health; company estimates.

Break Open Generics Enhance Profitability Yield



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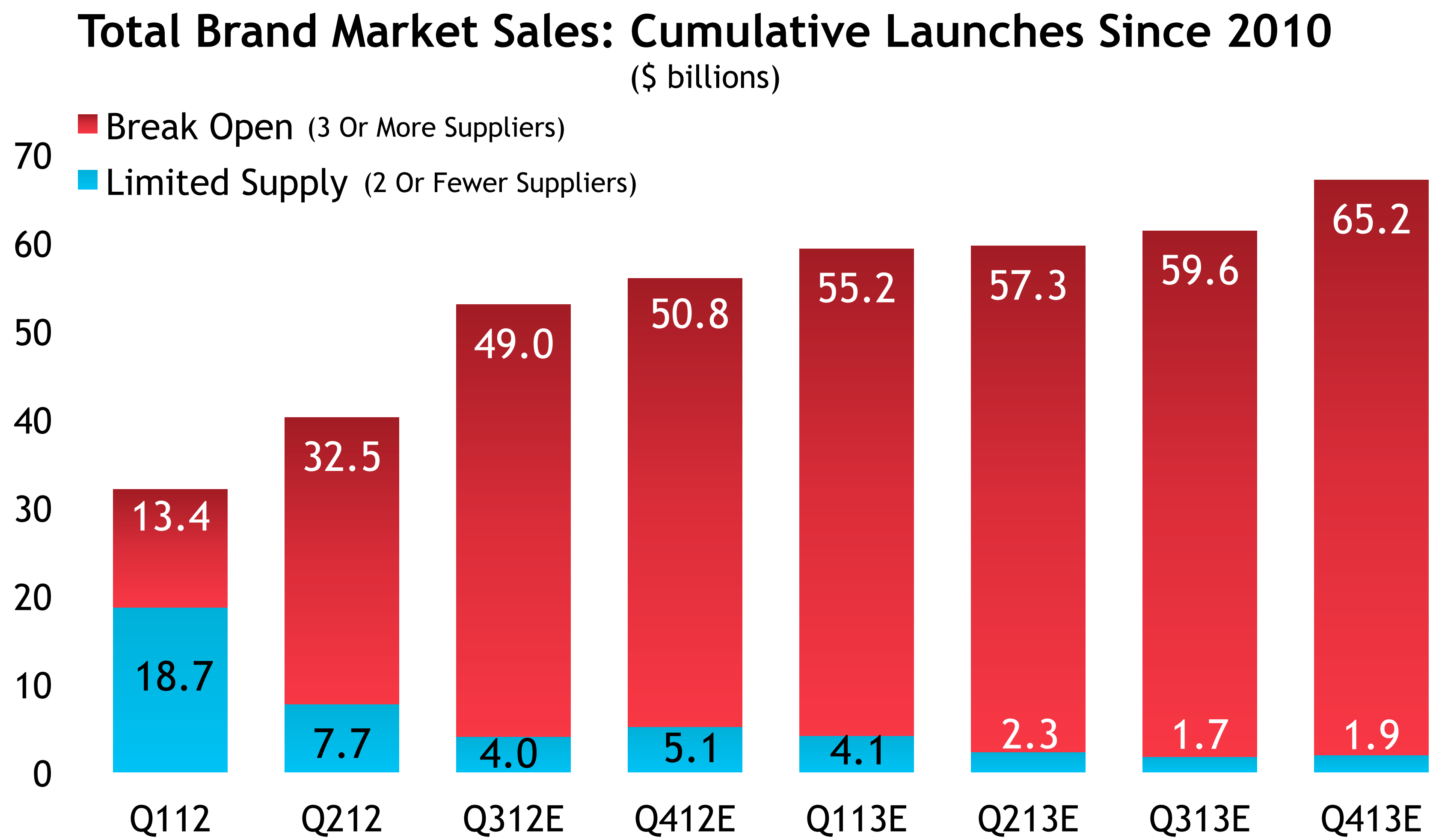
Sources: IMS Health; company estimates.

2013 To Benefit More From Break Open Generics



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2. The timing of generic introductions and number of suppliers can be impacted by a variety of factors, including legal challenges, regulatory issues and manufacturing capacity.

Sources: IMS Health; company estimates.

First Quarter 2013 Guidance

	Q1 2013
Net revenue growth	(4%) to (2.5%)
GAAP diluted EPS (from cont. ops.)	71¢ to 74¢
Adjusted EPS (from cont. ops.)	77¢ to 80¢
Year-over-year growth	*Up 18% to 23%*

Notes:
1. EPS estimates assume completion of $4 billion in share repurchases in 2013, as part of a $6.0 billion share repurchase program authorized by CVS Caremark's board of directors in September 2012. Timing of repurchases should roughly follow the timing of share repurchases in 2012.
2. Estimates include one less day in 2013 versus 2012 for leap year.
3. Estimates do not include the impact of the 2012 cash tender and debt refinancing.

First Quarter 2013 Guidance

		Q1 2013
Pharmacy Services	Net revenue growth	(3.0%) to (1.75%)
	Operating profit growth	24% to 31%
Retail Pharmacy	Net revenue growth	(2.5%) to (1.0%)
	Same store sales	*(3.5%) to (2.0%)*
	Same store scripts	*0.75% to 1.75%*
	Operating profit growth	9.5% to 11.5%

Notes:
1. Estimates, including "same store" estimates, include one less day in 2013 versus 2012 for leap year. The one extra day due to leap year positively impacted pharmacy same store sales in the first quarter of 2012 by approximately 75 basis points and front end same store sales by approximately 120 basis points.
2. Same store script growth is estimated using the standard convention of counting all scripts, regardless of the days supply, as one script.

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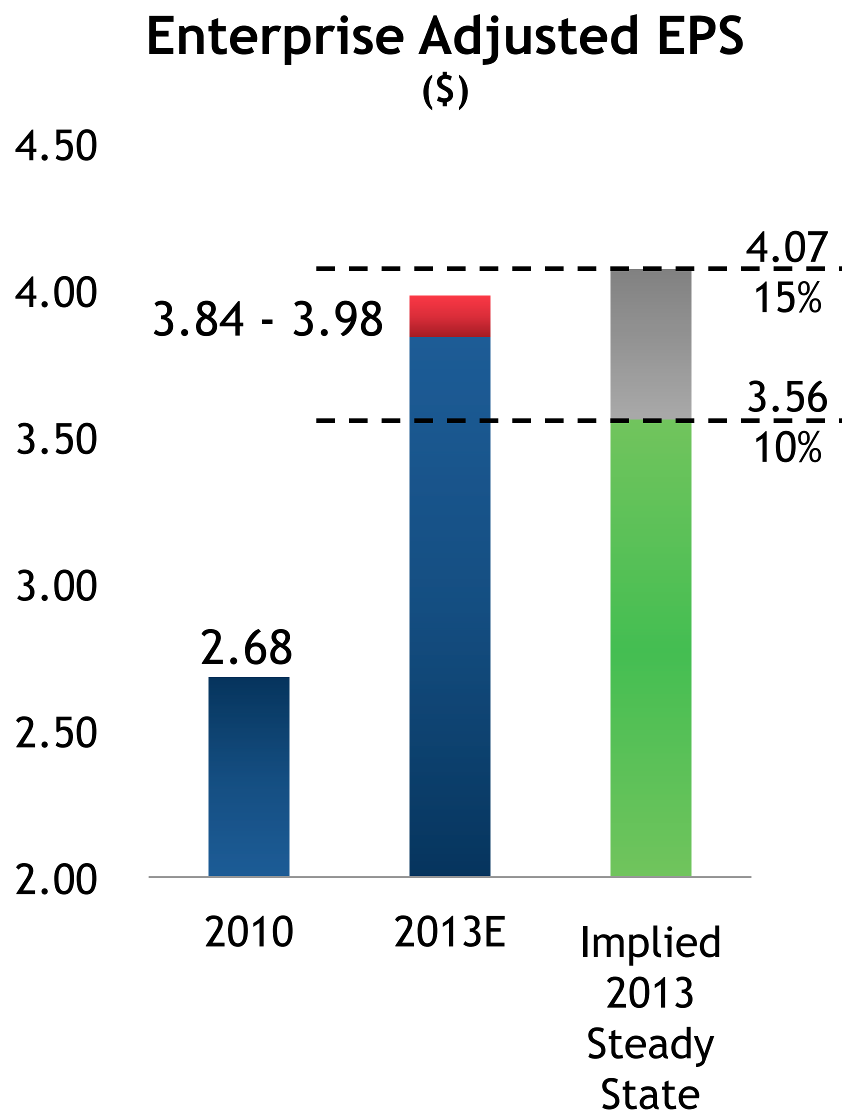
Steady state targets … enterprise view

Steady State Targets Affirmed: Enterprise Growth Model

	5-year CAGR 2010 - 2015
Net revenue growth	5% to 8%
Operating profit growth	8% to 10%
Adjusted EPS (from cont. ops.) growth	7% to 9%
Average annual cash available for enhancing shareholder value	*$5.5 billion to $6.5 billion*
Share repurchase contribution	3% to 6%
Total adjusted EPS growth	**10% to 15%**

Note: Cash available for enhancing shareholder value = Free cash flow +/- change in net debt.

Delivering On Our Promises



- 2010 was springboard for steady state targets
- Adjusted EPS growth of between 10% and 15% annually targeted
  - 2013 implied range of $3.56 to $4.07
- Expected range of $3.84 to $3.98
  - Comfortably within high end of target

Enterprise on track to achieve target

Steady State Targets Affirmed: Segment Growth Model

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		5-year CAGR 2010 - 2015
Pharmacy Services	Net revenue growth	11% to 13%
	Operating profit growth	9% to 11%
Retail Pharmacy	Net revenue growth	2% to 5%
	Operating profit growth	8% to 10%

Segments Delivering Excellent Growth

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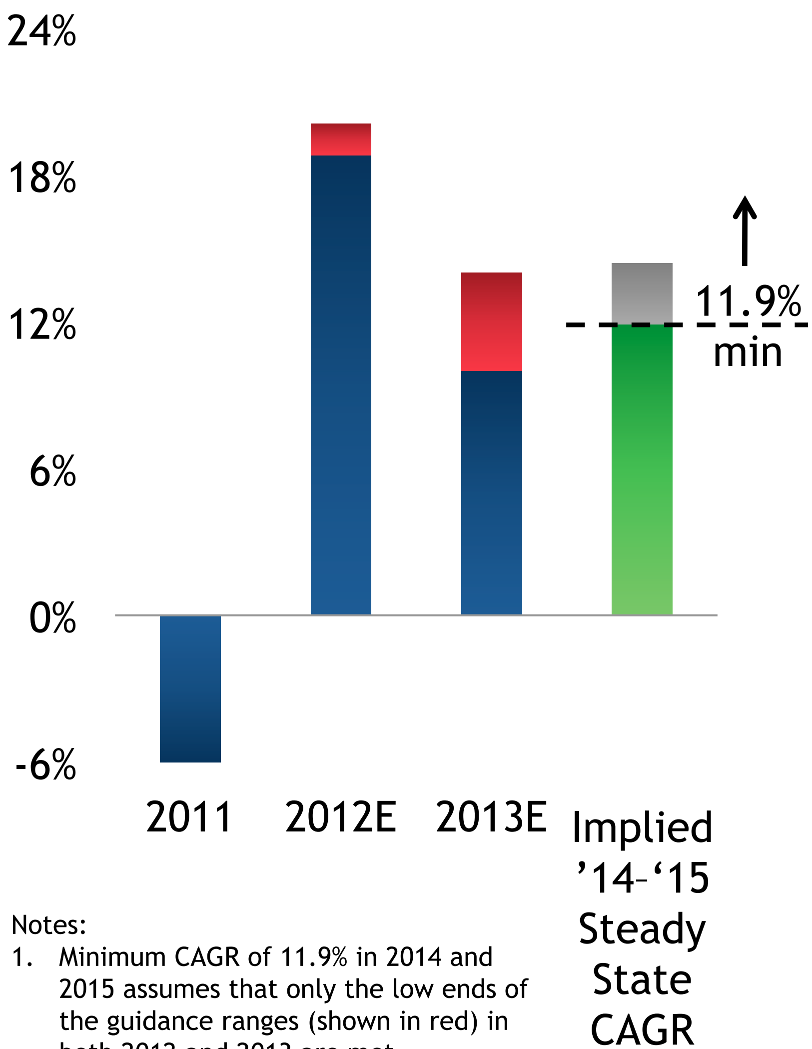
PBM Operating Profit Growth



Notes:
1. Minimum CAGR of 11.9% in 2014 and 2015 assumes that only the low ends of the guidance ranges (shown in red) in both 2012 and 2013 are met.

- Operating profit growth of between 9% and 11% annually targeted
- 2012 and 2013 re-establishing strong growth trend
- Need annual growth of **at least 11.9%** beyond 2013 to achieve implied 2015 target range

Segments Delivering Excellent Growth

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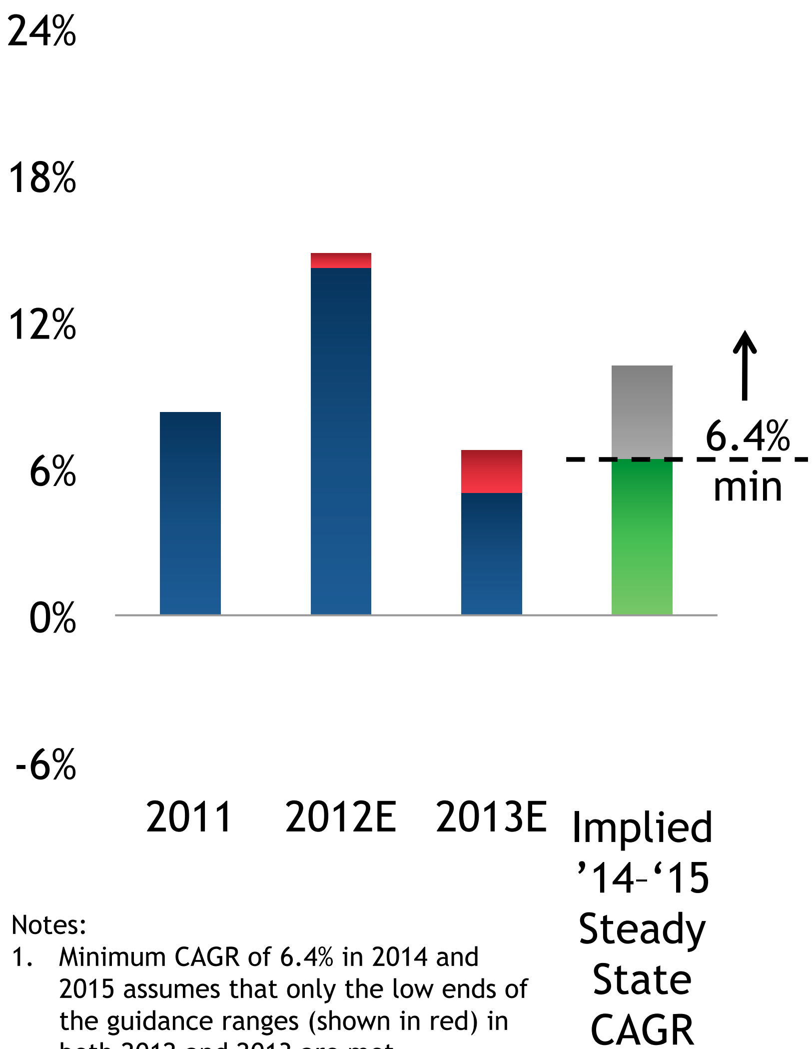
Retail Operating Profit Growth



Notes:
1. Minimum CAGR of 6.4% in 2014 and 2015 assumes that only the low ends of the guidance ranges (shown in red) in both 2012 and 2013 are met.

- Operating profit growth of between 8% and 10% annually targeted
- Share gain in 2012 establishes strong base for continued growth in 2013
- Need annual growth of **at least 6.4%** beyond 2013 to achieve implied 2015 target range

Goal Is To Successfully Grow Total Enterprise

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- Focused on winning business that drives profits of whole company
- Important to think of CVS Caremark as **ONE** enterprise
  - Individual segment performance becoming less relevant
- Focused on growing share of pharmacy dispensing volume
  - Growth in covered lives remains an important factor
  - Will drive savings for clients and their members
  - Will drive enterprise profitability regardless of channel
- Channel- and business segment-agnostic offerings
  - Enhance enterprise performance
- *An example*: Maintenance Choice 2.0 will disproportionately benefit retail

Maintenance Choice 2.0 **Plan Design Differs** From 1.0

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Maintenance Choice 1.0

- Mandatory plan design required to drive 90-day utilization
- Mail order pharmacy distinct from CVS/pharmacy
- Binary choice for consumer (mail or CVS/pharmacy)

Maintenance Choice 2.0

- No plan design changes required to gain 90-day economics for patient and payor
- Mail order pharmacy integrated with CVS/pharmacy
- Complete flexibility for consumers to alternate between mail and CVS/pharmacy

Maintenance Choice 2.0 **Accounting Differs** From 1.0

Maintenance Choice 1.0	Maintenance Choice 2.0
• Mandatory plan design required to drive 90-day utilization	• No plan design changes required to gain 90-day economics for patient and payor
• Mail order pharmacy distinct from CVS/pharmacy	• Mail order pharmacy integrated with CVS/pharmacy
• Binary choice for consumer (mail or CVS/pharmacy)	• Complete flexibility for consumers to alternate between mail and CVS/pharmacy
• **Account for profitability in both segments**	• **Unless transferred from CVS Caremark mail, account for profitability where script is filled only,**
• **Intercompany eliminations of dual-counting**	• **Intercompany eliminations dramatically reduced**

Maintenance Choice 2.0 Will Disproportionately Benefit Retail

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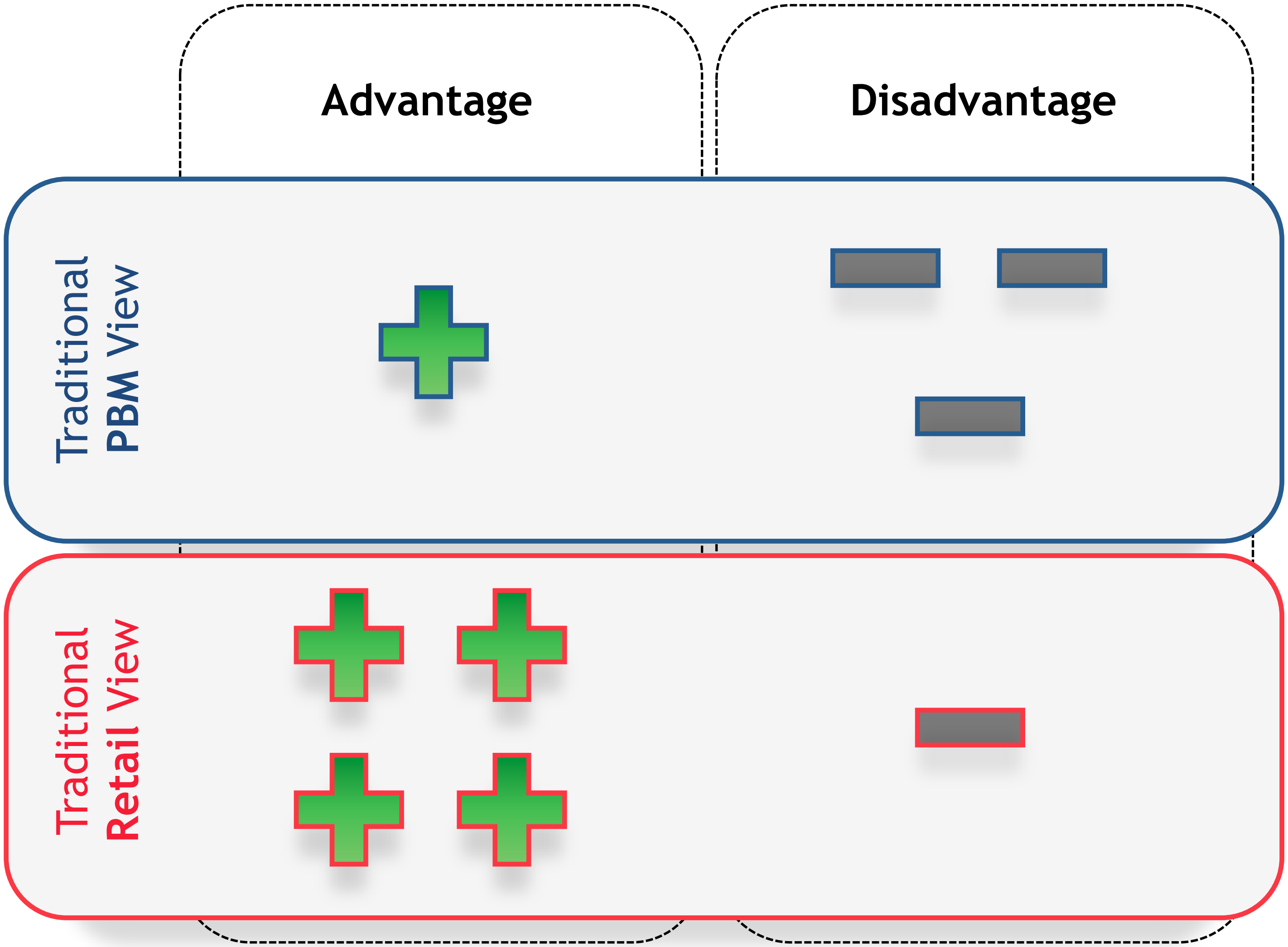
	Advantage	Disadvantage	Client / Member Advantages
Traditional **PBM View**	• More lives under management	• Mail order script opportunity limited • Network margin impacted as 30-day retail network scripts shift to 90-day scripts at CVS/pharmacy	• Greater savings potential • Improved member access and choice • Greater percentage of claims at mail order pricing
Traditional **Retail View**	• Given choice, majority of consumers prefer retail for dispensing • Greater share of Rx dispensing wallet	• Trade lower reimbursement rate for dispensing share gains	

Maintenance Choice 2.0 Will Disproportionately Benefit Retail

CVS CAREMARK



Client / Member Advantages

- Greater savings potential
- Improved member access and choice
- Greater percentage of claims at mail order pricing

Maintenance Choice 2.0 Will Disproportionately Benefit Retail

Advantage

Enterprise
View

Client / Member Advantages

- Greater savings potential
- Improved member access and choice
- Greater percentage of claims at mail order pricing

Enterprise WINS

Blurring Of Segments To Intensify Over Time

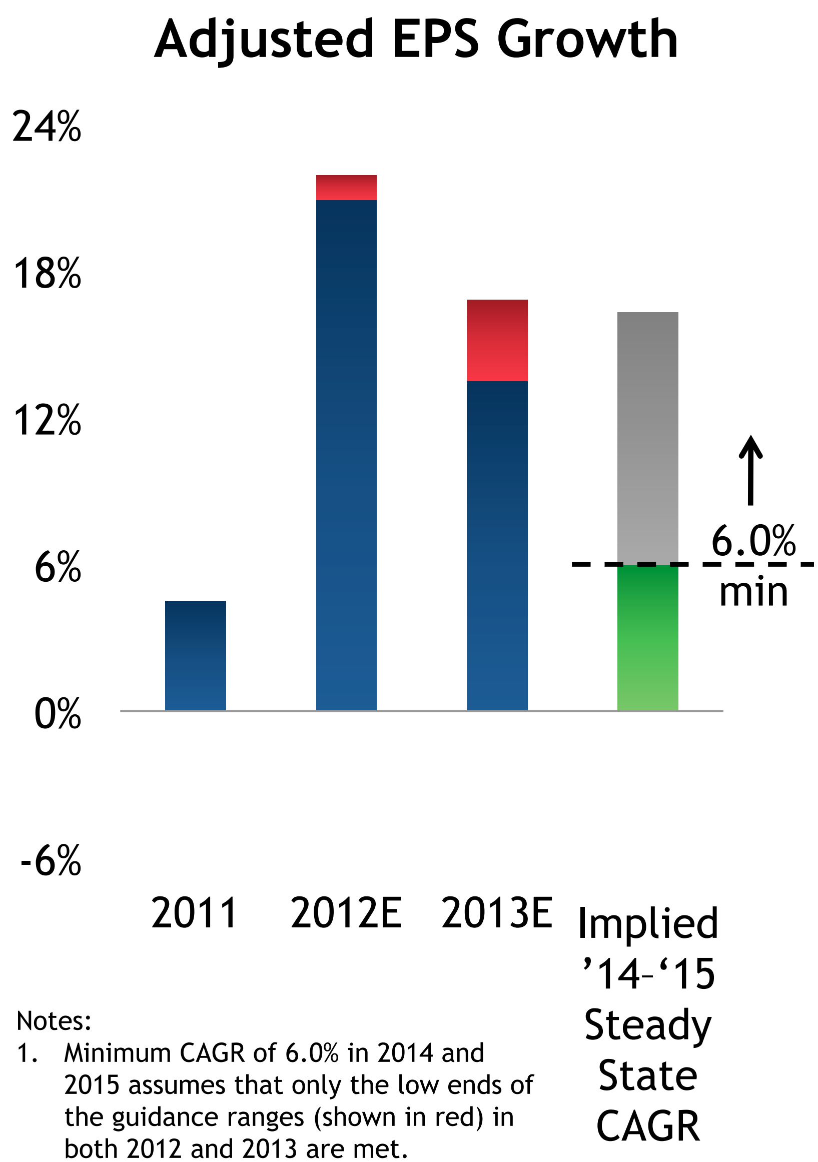
- Innovative offerings might disproportionately benefit one segment …
  - Example: Maintenance Choice 2.0 will benefit retail
  - Example: Integrated Specialty will benefit PBM

- … But all products and services will benefit the enterprise

- Impact on 2013 is expected to be minimal
  - Programs just launching
  - Blurring will take place over time

To Gauge Success, Focus On Enterprise Growth

CVS CAREMARK



Notes:
1. Minimum CAGR of 6.0% in 2014 and 2015 assumes that only the low ends of the guidance ranges (shown in red) in both 2012 and 2013 are met.

- Adjusted EPS growth of between 10% and 15% annually targeted
- Strong growth expected in 2012 and 2013
  - Combination of strong operating profit growth and disciplined capital allocation
- Need annual growth of **at least 6.0%** beyond 2013 to achieve implied 2015 target range

To Gauge Success, Focus On Enterprise Growth

CVS CAREMARK

- Next year's analyst day to feature new steady state targets
  - Longer-term lens on the enterprise
  - No intention to step away from current commitments
- Migrating to integrated view of CVS Caremark
  - Evolving to capitalize on health care opportunities
- Innovative products and services will drive enterprise value
  - New metrics to better measure success

We remain focused on profitable ENTERPRISE growth

Focused On Enhancing Shareholder Value

- 2012 built upon strong foundation for long-term growth
  - Expect to deliver Adjusted EPS well ahead of target
- Disciplined capital allocation leading to better returns
  - $31 billion of cash should be available for enhancing returns over five years
- Enterprise should see robust growth in 2013
  - Expect Adjusted EPS to grow 13.25% to 17.25%
- On track to achieve steady state targets
  - Current guidance comfortably within high end of target
- Enterprise is the key to driving shareholder value
  - Focused on winning profitable business for the enterprise

Appendix

2013 Guidance: Consolidated Income Statement

	Full-year 2013
Corporate segment expense	$730m to $745m
Intercompany eliminations *(% of combined segment revenues)*	~ 10.5%
Gross profit margin	Moderate improvement
Operating expense *(% of revenue)*	Flattish
Operating profit margin	Up 30 bps to 40 bps

Notes:
1. EPS estimates assume completion of $4 billion in share repurchases, as part of a $6.0 billion share repurchase program authorized by CVS Caremark's board of directors in September 2012. Timing of repurchases should roughly follow the timing of share repurchases in 2012.
2. Year-over-year growth rate based on mid-point of 2012 guidance range.
3. Estimates include one less day in 2013 versus 2012 for leap year.
4. Estimates do not include the impact of the 2012 cash tender and debt refinancing.

2013 Guidance: Consolidated Income Statement

	Full-year 2013
Net interest expense	$520m to $530m
Effective tax rate	~ 38.8%
Weighted average shares	~ 1.21b
Consolidated amortization	~ $485m
Consolidated D&A	~ $1.9b

Notes:
1. EPS estimates assume completion of $4 billion in share repurchases, as part of a $6.0 billion share repurchase program authorized by CVS Caremark's board of directors in September 2012. Timing of repurchases should roughly follow the timing of share repurchases in 2012.
2. Year-over-year growth rate based on mid-point of 2012 guidance range.
3. Estimates include one less day in 2013 versus 2012 for leap year.
4. Estimates do not include the impact of the 2012 cash tender and debt refinancing.

Break Open Generics Enhance Profitability Yield

CVS CAREMARK

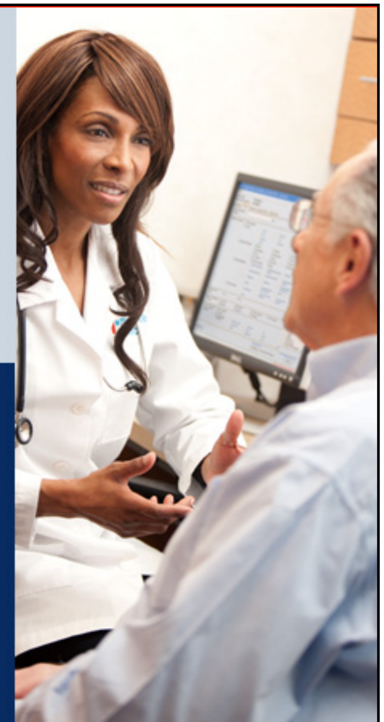
	Description	Economics	2012-2013 Examples
Limited Supply	2 or fewer suppliers	• Similar to branded drug economics • Price and cost remain high • Limited supply competition	Lexapro Actoplus Met Diovan HCT Tricor 145mg
Break Open	3 or more suppliers	• Significantly better than the brand • Intense supply competition • Purchasing scale enables lower procurement cost	Plavix Seroquel Cymbalta Singulair Tab

Steady State Targets: Key Assumptions

CVS CAREMARK

	Anticipated Impact	
Favorable industry demographics	Utilization	+
Robust generic pipeline	Gross margin	+
Maintain & leverage purchasing scale	Gross margin	+
Retail share gains / SG&A leverage	Operating profit	+
Net new PBM contracts	Mix / Volume / Lives	+
Unique products and technology	Volume /Lives	+
PBM streamlining initiative	GM and SG&A	+
High-return, bolt-on acquisitions	Operating profit	+
Pharmacy pricing & reimbursement trends	Gross margin	-

CVS CAREMARK | A Pharmacy Innovation Company



Industry Overview & Strategic Growth Framework

Larry Merlo

President & Chief Executive Officer

Agenda

Rapidly-changing health care environment

Uniquely positioned to drive results

Our strategic growth framework

Highlights From The Past 15 Years In Health Care

CVS CAREMARK

Health care system leaves many uninsured

Fee-for-service physician models

Rising chronic disease prevalence

Brand-to-generic shift in pharmaceuticals

Start of transition to a digital society

How We See The Health Care Environment Changing In The Next 5-10 Years

CVS CAREMARK

	In the past …	In the future …
1	Health care system leaves many uninsured	Newly-insured lives & new funding sources
2	Fee-for-service physician models	Providers as critical players in new ways
3	Rising chronic disease prevalence	Focus on low-cost, high-quality solutions
4	Brand-to-generic shift in pharmaceuticals	Specialty pharmacy growth accelerates
5	Start of transition to a digital society	New tech-driven delivery methods

1 Health Care Reform Will Result In Newly-covered Lives And New Funding Sources

CVS CAREMARK

Health Care Coverage
(millions of lives)

	2010	2016E	% Change
Uninsured	47	30	-36%
Medicaid	46	57	+24%
Medicare	44	52	+18%
Individual	14	35	+150%
Employer-sponsored insurance	153	146	-5%
Total covered lives	***257***	***290***	***+13%***

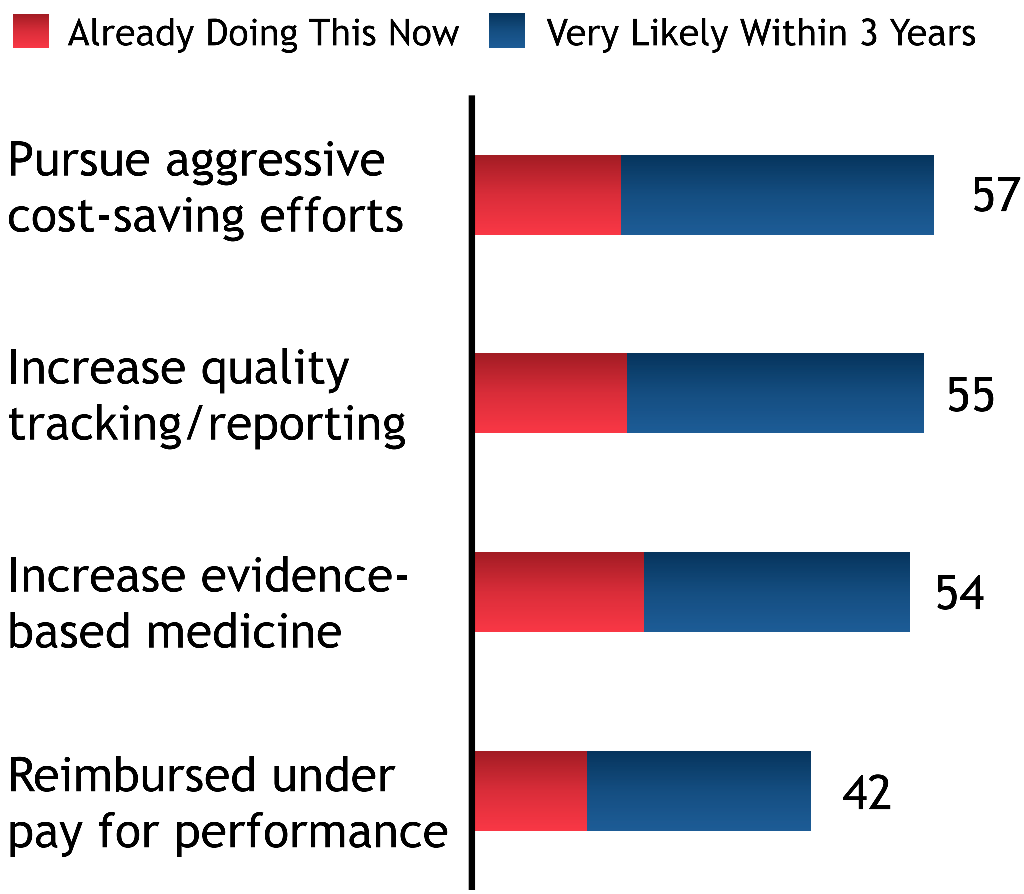
38% increase in government and individual segments

Source: CVS Caremark analysis.

2 Physicians Increasingly Reimbursed Under Pay-for-performance Models

CVS CAREMARK

Physician Expectations On Practice Changes
(percent of physicians)



Almost half of physicians believe they will be reimbursed under pay-for-performance within 3 years

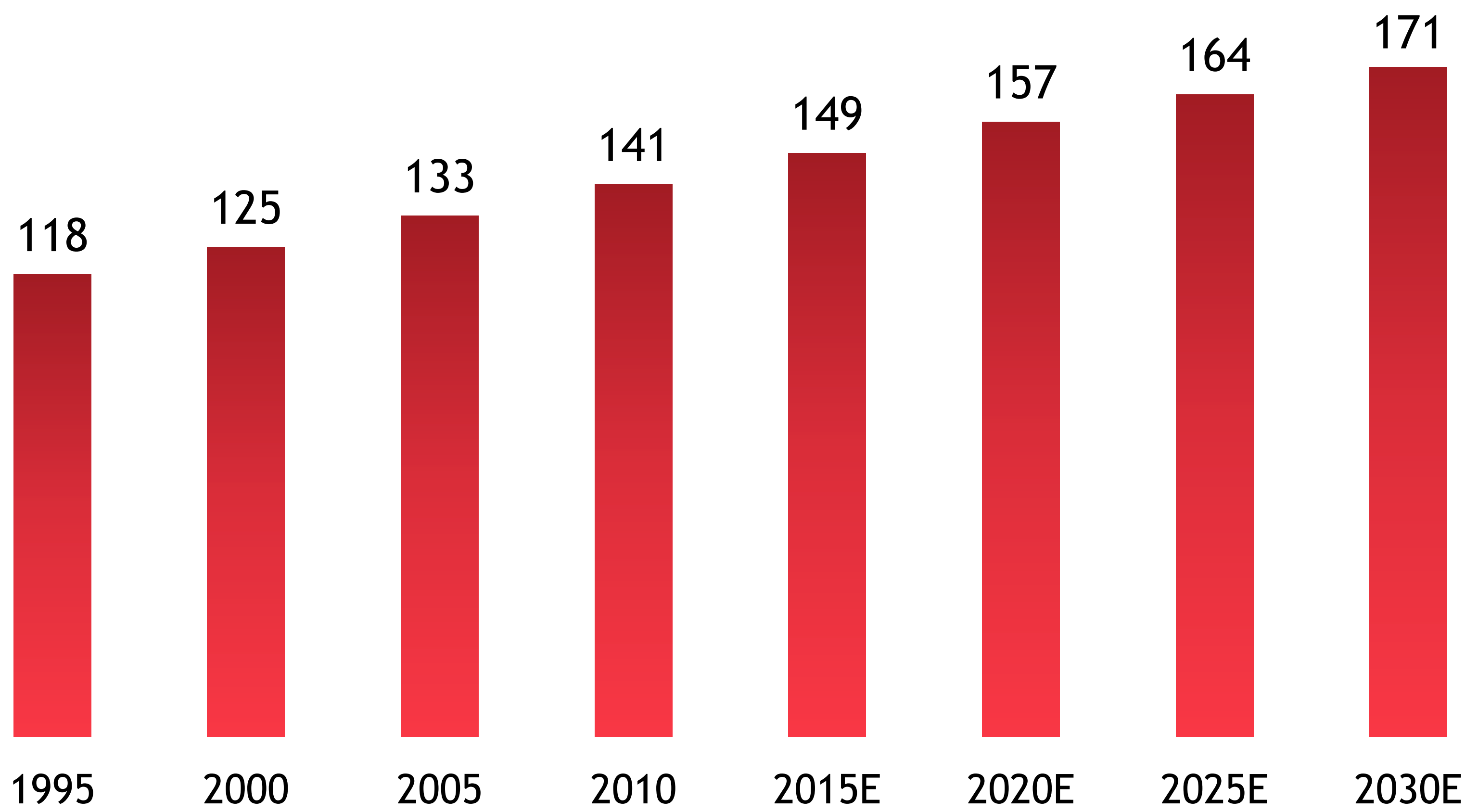
Source: McKinsey 2011 Physician Survey.

3 Cost Of Care For Chronic Disease Dominates Health Care

CVS CAREMARK

Chronic Disease Prevalence Growing Rapidly

(millions of lives)



Chronic disease accounts for 84% of all health care spending

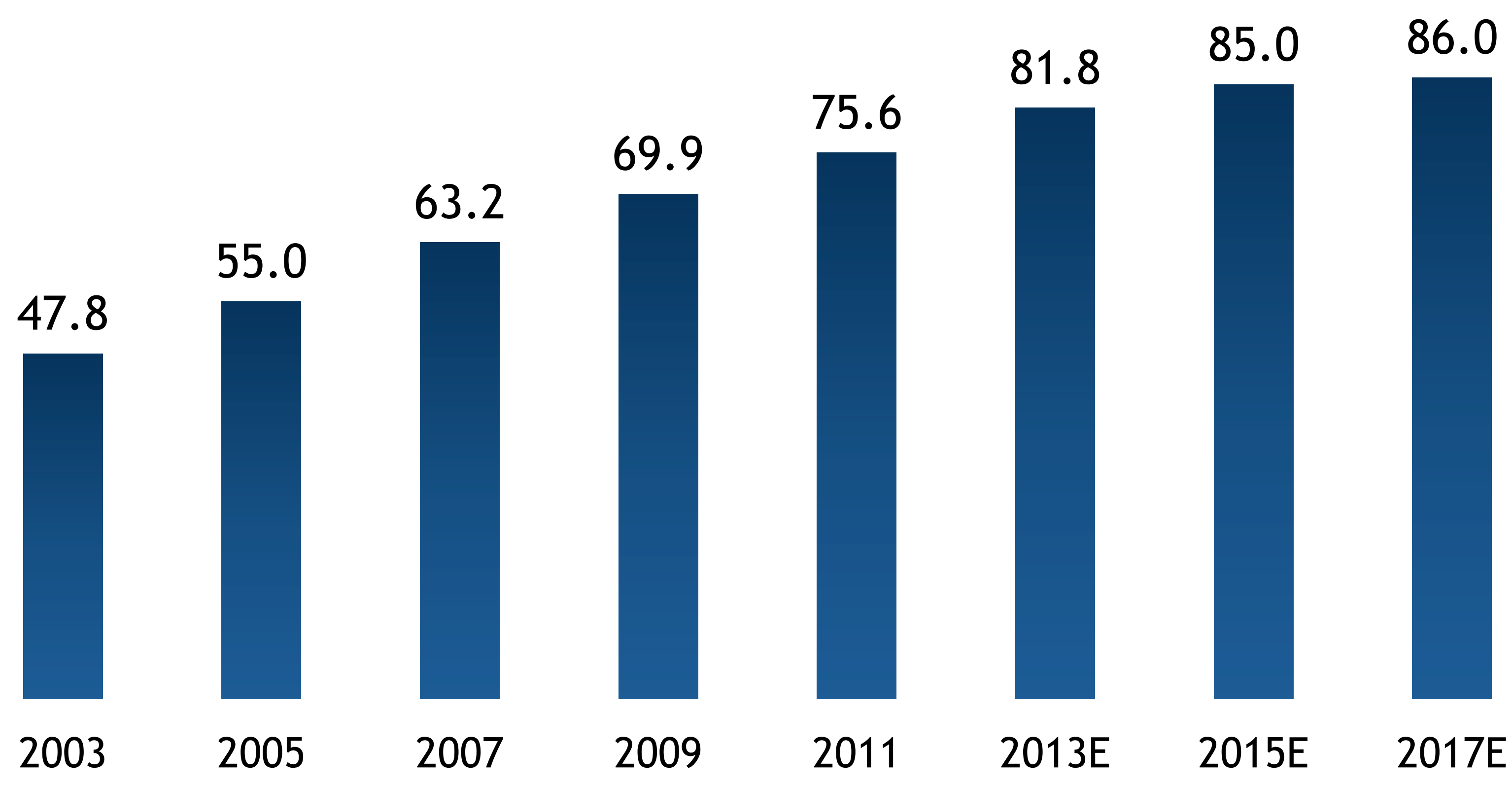
Source: Robert Wood Johnson Foundation.

4 Brand-to-generic Conversions Continue, But At A Slower Rate Than Recent Years

CVS CAREMARK

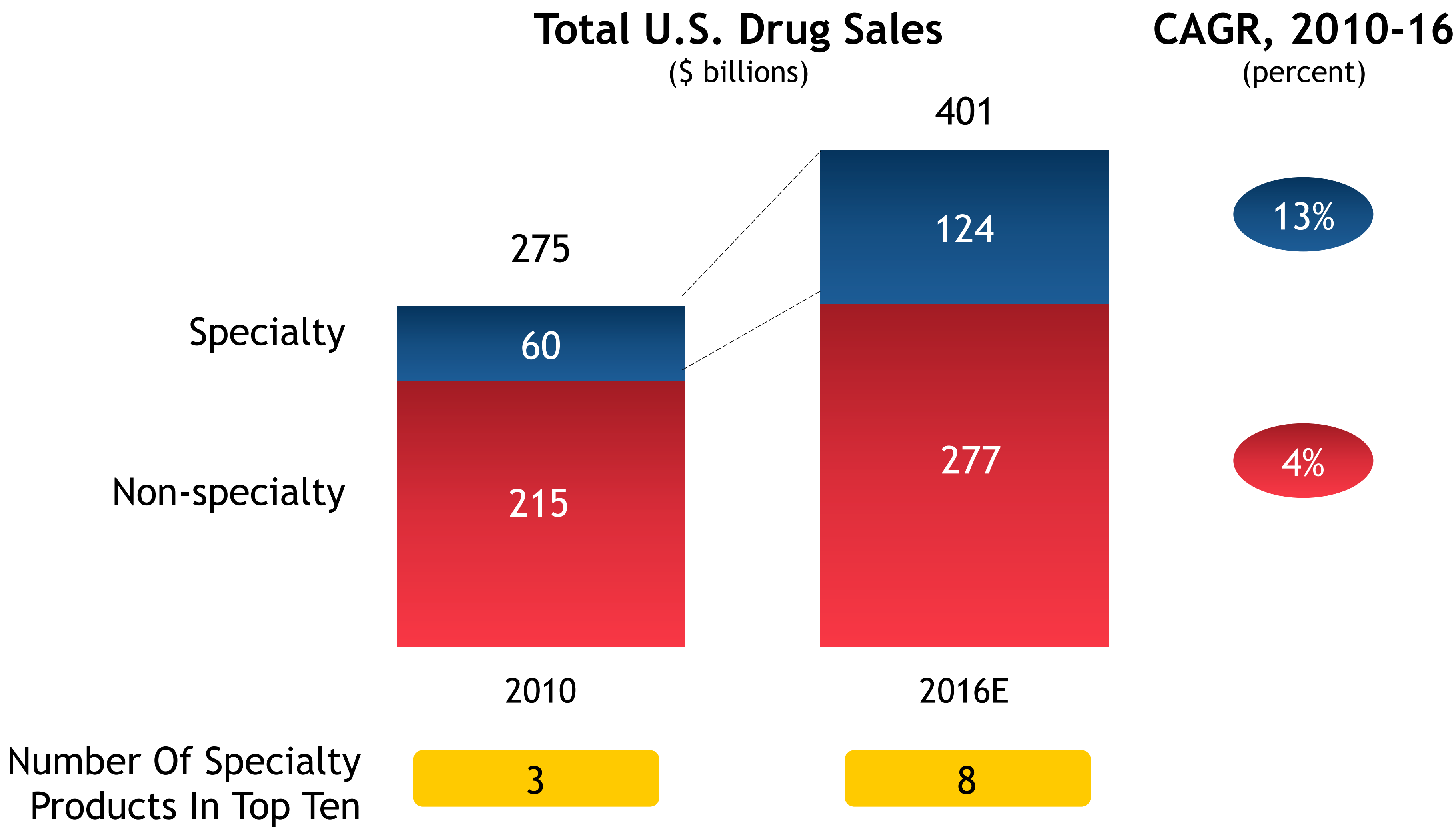
Retail Generic Dispensing Rate

(% prescriptions)



Source: CVS Caremark analysis.

4 Specialty Pharmacy Dominates Pharma Growth



Sources: CVS Caremark analysis; IMS Health; Buck Consultants; NHE; Credit Suisse; Kaiser Commission on Medicaid and the Uninsured; Kaiser Family Foundation; September 2011; 7 reasons why specialty drug dispensing will boom. Specialty Pharmacy Times, June 2012.

5 Advances In Technology Have Potential To Significantly Reshape Consumer Behavior And Health Care Delivery

CVS CAREMARK

Multi-channel Touchpoints

- Enhanced mobile platforms/apps
- Social media

Innovative Delivery Models

- Telemedicine
- Telepharmacy

HIT Tools

- E-prescribing
- Electronic health records
- Clinical decision support tools

Advanced Analytics

- Tools to support predictive modeling
- Next generation personalization

Agenda

CVS CAREMARK

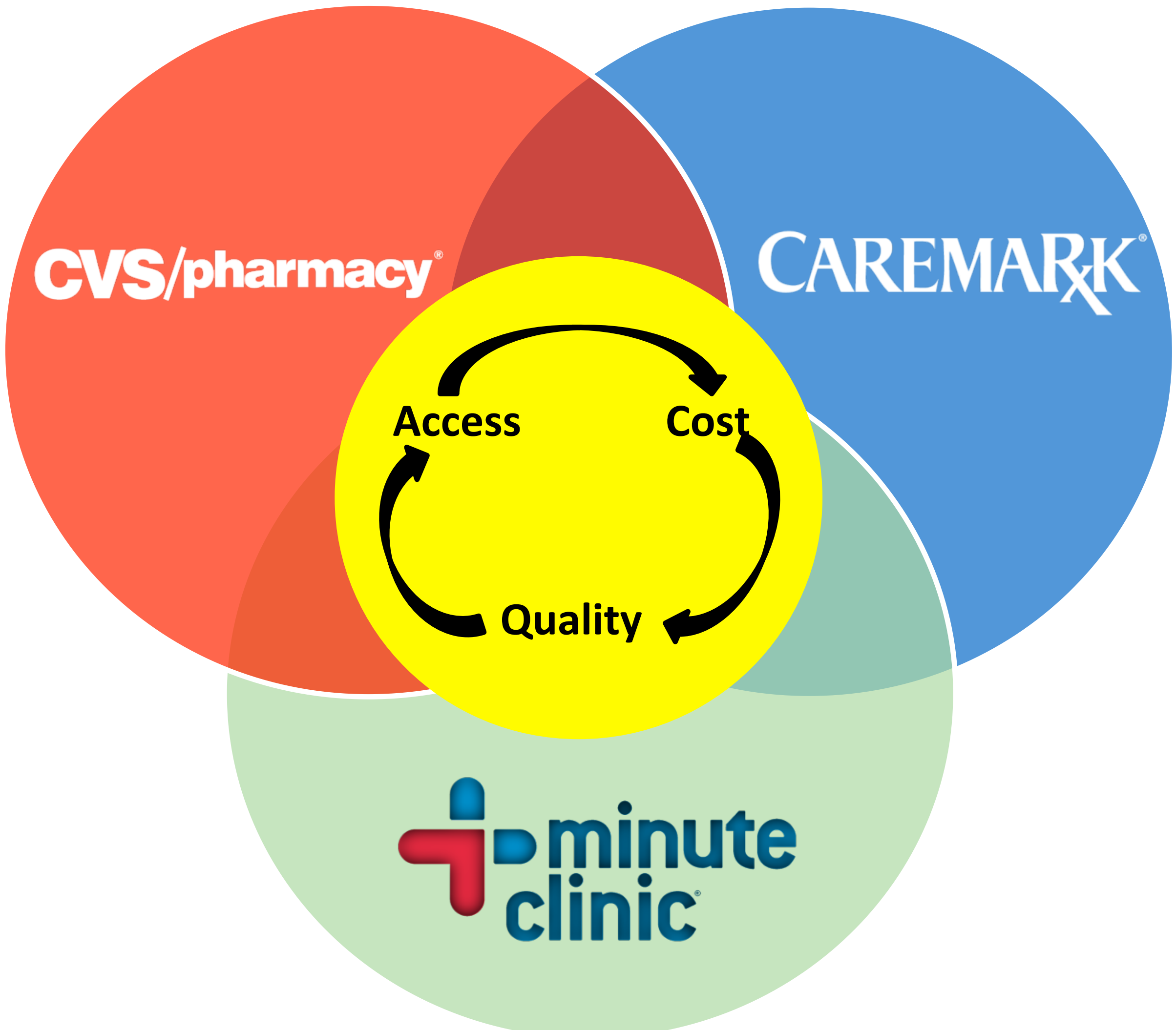
Rapidly-changing health care environment

Uniquely positioned to drive results

Our strategic growth framework

Capitalizing On The Power Of Our Combined Entity To Drive Long-term Growth

CVS CAREMARK



CVS Caremark's Distinctive Business Model Is Uniquely Positioned To Drive Results

1. Unmatched purchasing scale
2. Deep clinical expertise
3. Strong client and consumer relationships
4. Channel-agnostic approach

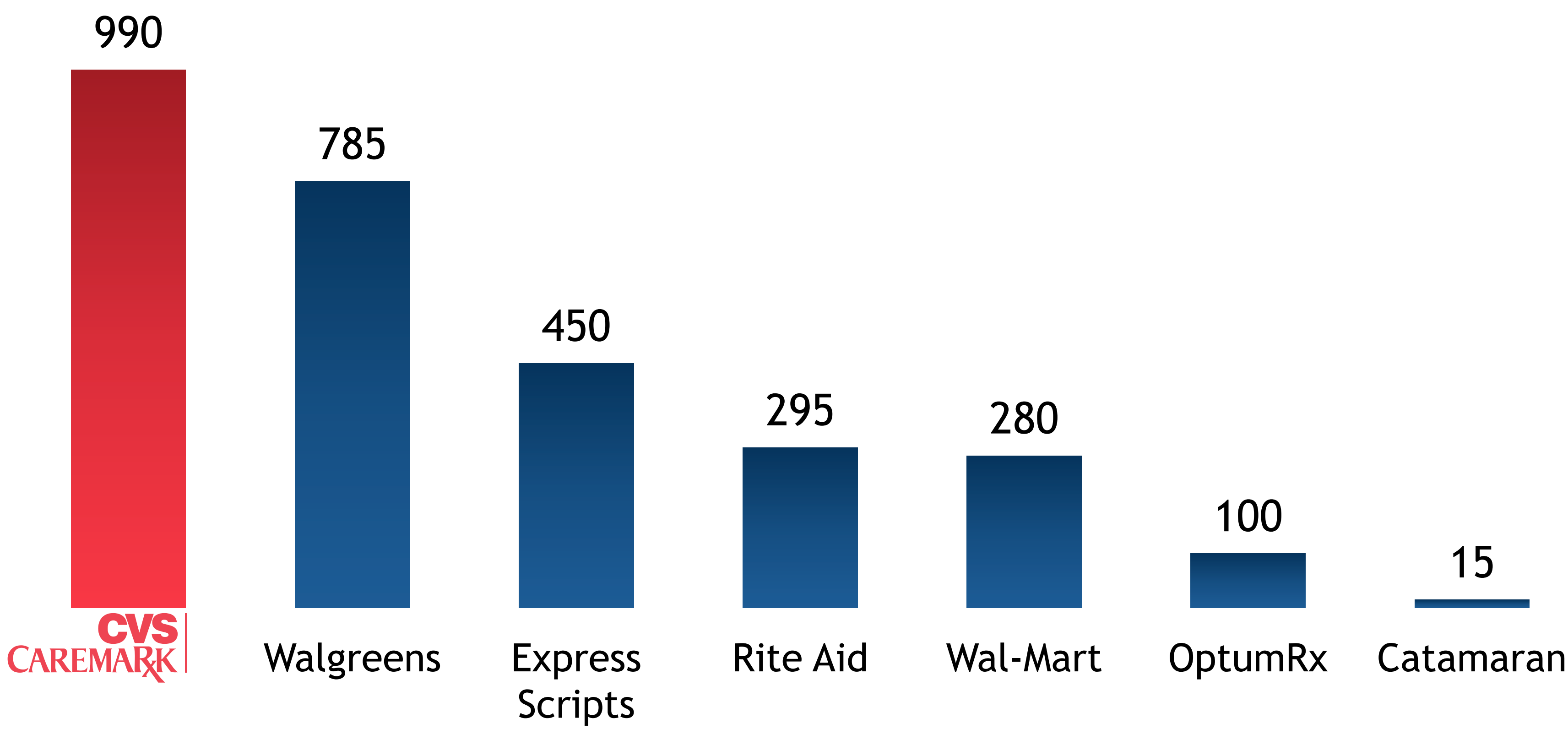
1

Unmatched Purchasing Scale: A Major Competitive Advantage

CVS CAREMARK

Prescriptions Filled Annually

(millions)



Notes:

1. Adjusted pharmacy claims normalize volumes for the difference in average days' supply for mail and retail claims.
2. Estimates for Express Scripts and OptumRx are on a pro-forma basis, assuming shift of UNH volumes from Express Scripts to OptumRx upon termination of the legacy Medco contract.

Sources: Company data & filings; Drugstore News; CVS Caremark analysis.

2 Deep Clinical Expertise: Combining Best-in-class Clinical Experience Across The Enterprise

CVS CAREMARK

Diverse Insights

- Cross-enterprise clinical expertise
- Deep understanding of consumer behavior
- Medical research collaborations

Best-in-class Interventions

- Industry-leading adherence metrics
- Best use of most influential advisor
- Actionable information at point of care

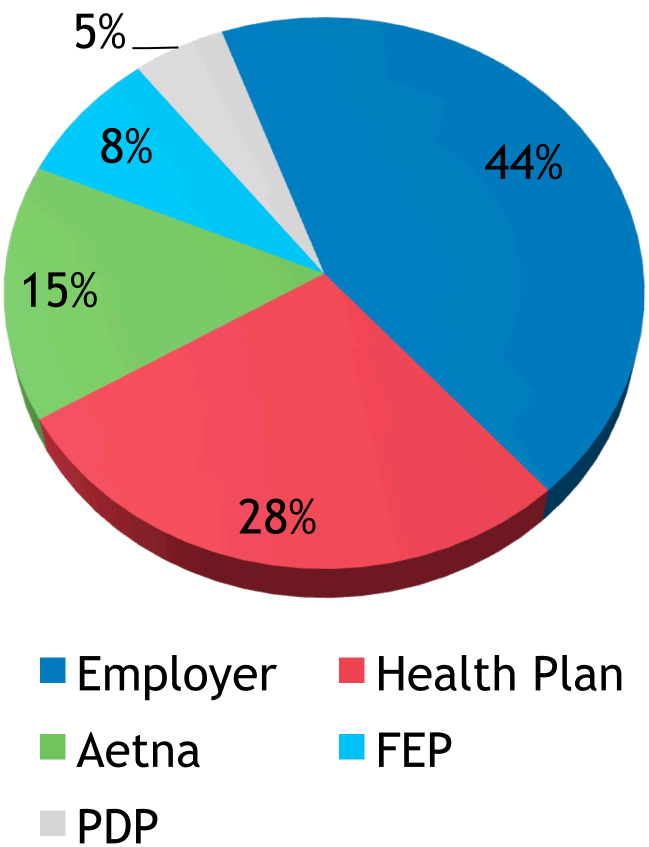
Next Generation Pharmacy Care Programs

- Behavioral economics and predictive analytics
- Advanced targeting to effectively engage members

3 Strong Client And Consumer Relationships

Meeting The Needs Of A Diverse PBM Client Base …

(% of 63 million PBM lives)



… Leveraging Consumer Insights And Highest Influence Advisor

- ~5 million retail customers daily
- 70 million ExtraCare cardholders
- Retail pharmacist 2-3x more influential

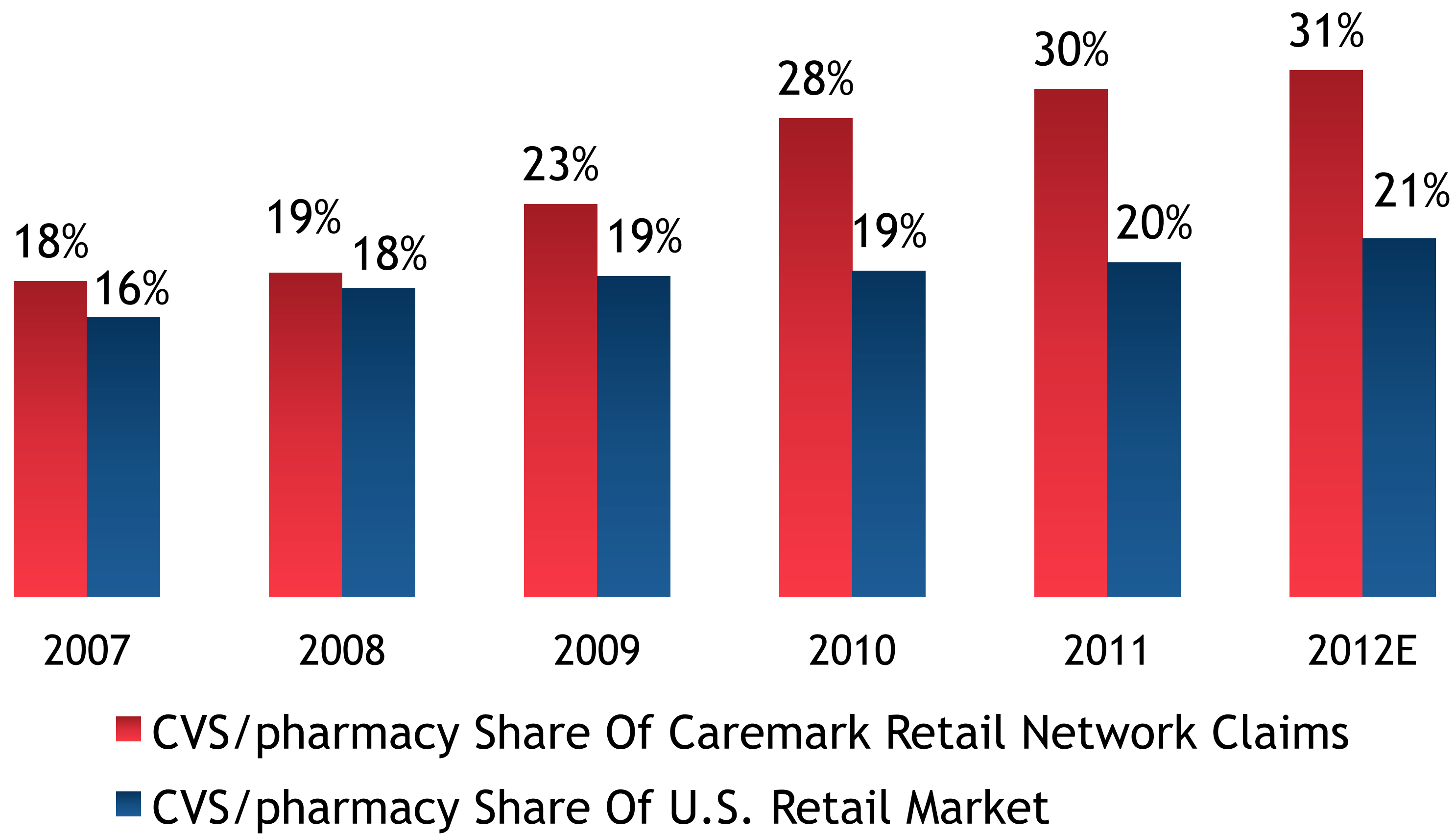
Unmatched ability to coordinate plan designs and influence consumer behavior

Note: PBM client mix based on 2012 membership.

Channel-agnostic Approach: Enhances Patient Access And Drives Enterprise Share

4

CVS CAREMARK

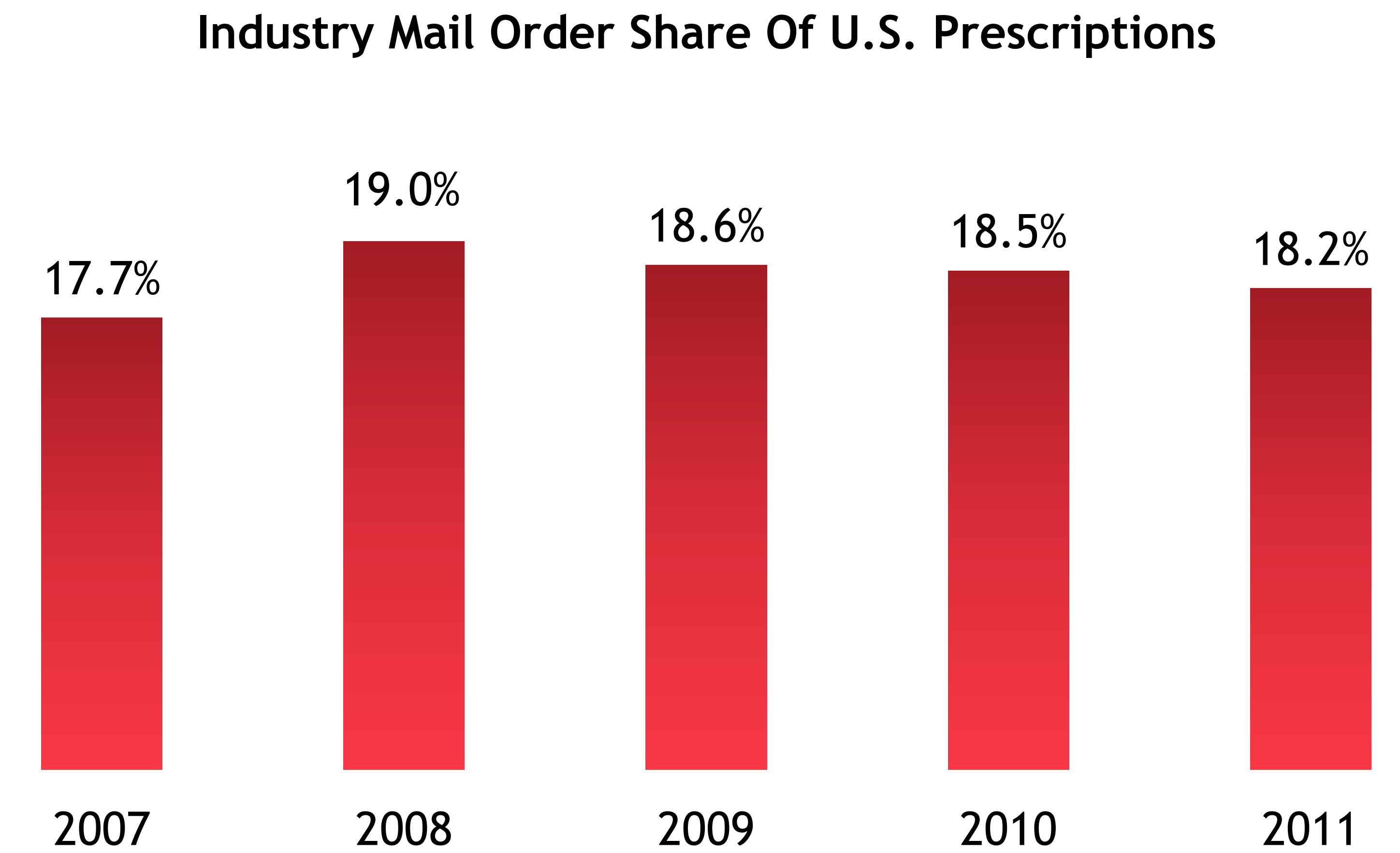


CVS/pharmacy share of Caremark book of business growing faster than overall retail market share

Notes:
1. 2011and 2012E for CVS/pharmacy share of Caremark retail network claims excludes Aetna and CCRx claims.
2. Includes all 90-day claims filled at retail under the Maintenance Choice program.

4 Channel-agnostic Approach: Integrated Model Enables Share Gains Regardless Of Channel Shifts

CVS CAREMARK



Mail order growth may slow further in the coming years

Sources: IMS Health; CVS Caremark analysis.

Unmatched Ability To Capture Outsized Share Of PBM Client Spend Across The Enterprise

CVS CAREMARK

% Of PBM Clients	CVS Caremark Share Of Client Rx Volume
18%	> 80%
22%	61% - 80%
40%	31% - 60%
20%	0% - 30%
100%	38% (avg.)

Capturing >80% of volume for 18% of clients

Unmatched Ability To Capture Outsized Share Of PBM Client Spend Across The Enterprise

% Of PBM Clients	CVS Caremark Share Of Client Rx Volume
18%	**> 80%**
22%	61% - 80%
40%	31% - 60%
20%	0% - 30%
100%	38% (avg.)

Capturing 60% - 80% of volume for another 22% of clients

Unmatched Ability To Capture Outsized Share Of PBM Client Spend Across The Enterprise

CVS CAREMARK

% Of PBM Clients		CVS Caremark Share Of Client Rx Volume
18%	Opportunity	**> 80%**
22%		61% - 80%
40%		31% - 60%
20%		0% - 30%
100%		38% (avg.)

Significant opportunity remains to capture greater share of client spend

Uniquely Positioned To Drive Better Health Outcomes And Lower Costs

	Client A	Client B
Maintenance Choice	✓	✗
Pharmacy Advisor	✓	✗
Exclusive Specialty	✓	✓
Generic dispensing rate	77.0%	68.4%
Medication adherence (MPR)	83.5%	80.3%
Gross cost per eligible member	$2,305	$2,697
CVS Caremark enterprise share of Rx volume	86%	55%

Note: Client's A & B shown above reflect retiree populations.

Uniquely Positioned To Drive Share Gains

CVS CAREMARK

	Purchasing Scale	Clinical Insights	Client / Customer Relationships	Channel Agnostic
CVS CAREMARK	●	◕	●	●
Standalone PBM	◑	◑	◑	○
Standalone Retail Pharmacy	◕	◔	◑	○
Integrated Health Plan/PBM	◔	◕	◕	◑

Agenda

Rapidly-changing health care environment

Uniquely positioned to drive results

Our strategic growth framework

Strategic Growth Framework Will Help Define Our Key Opportunities And Priorities In The Coming Years

Unique integrated model

A changing external environment

Reinventing pharmacy for better health

Create greater health care value

Serve customers in new ways

Optimize enterprise assets

Enhanced shareholder value

Strategic Growth Framework Will Help Define Our Key Opportunities And Priorities In The Coming Years

Unique integrated model

A changing external environment

Reinventing pharmacy for better health

Create greater health care value

Increase convenience and quality of care

Serve customers in new ways

Identify and target opportunities to better serve fastest-growing customer segments

Optimize enterprise assets

Deliver innovative solutions that leverage unmatched breadth of capabilities

Enhanced shareholder value

"Sweet Spot" Initiatives Began Building On Our Unique Integrated Model

Unique integrated model

A changing external environment

Reinventing pharmacy for better health

Create greater health care value

Serve customers in new ways

Optimize enterprise assets

- Winning In Medicare
- Integrated Specialty
- Maintenance Choice 2.0
- Pharmacy Advisor 3.0
- Digital Strategy
- Health System Alliances
- Caremark Member Care At MinuteClinic

Future Strategic Initiatives Motivated By Key Health Care Market Insights

CVS CAREMARK

Unique integrated model

A changing external environment

Reinventing pharmacy for better health

Create greater health care value

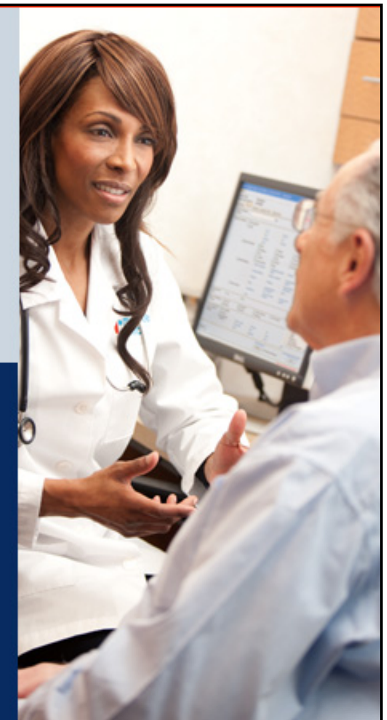
Serve customers in new ways

Optimize enterprise assets

- Unlock Adherence
- Transform Primary Care
- Expand Role In Specialty
- Differentiate For Providers
- Partner With Health Plans
- Integrated Digital Offering

Uniquely Positioned For Growth

- Rapidly-changing health care environment creates opportunities for growth
- Uniquely positioned to address those opportunities through pharmacy innovation
- Strategic growth framework provides lens for strategic investments and initiatives
- Capitalizing on unique integrated model to drive results and enhance value



CVS CAREMARK | A Pharmacy Innovation Company

Positioning The PBM For Long-term Success

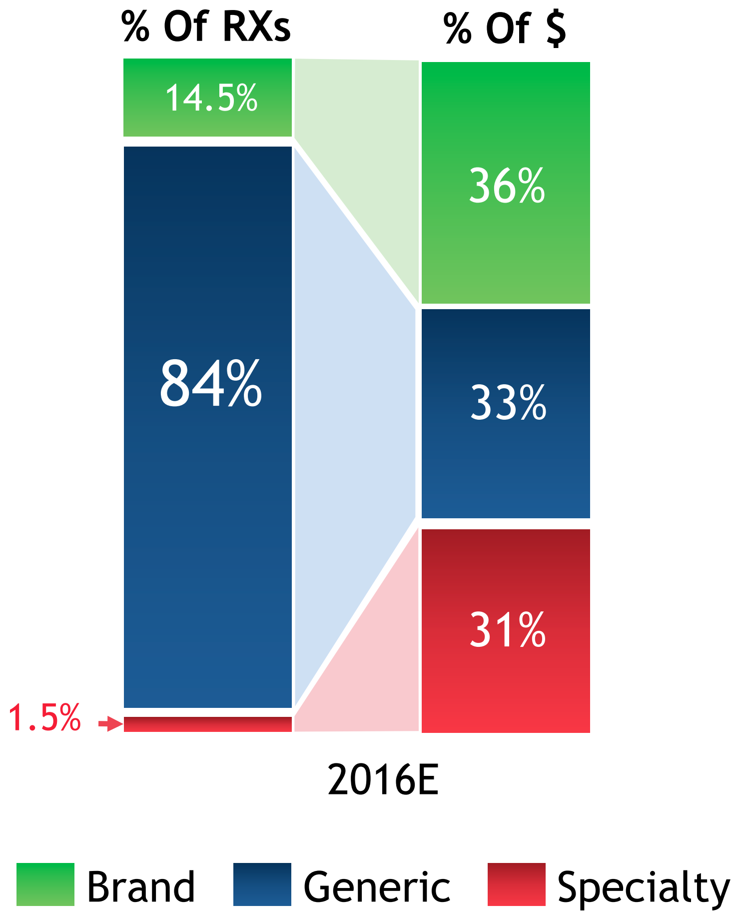
Per Lofberg
Executive Vice President

The Past Three Years Have Set The Stage For Long-term Success

CVS CAREMARK

- Integrated model embraced by market and business fundamentals are strong
- $24 billion of net-new business over past three years
- Established leadership positions in Medicare and Managed Medicaid
- Continued investments and rapid growth in specialty pharmacy
- Expanding suite of clinical programs gaining adoption
- Streamlining initiative improving competitiveness and cost structure

Rapidly-changing Pharmacy Landscape Requires Increased Focus On Specialty



Reduce spending on expensive drugs without unique clinical benefits

Maximize use of cost effective generics and improve adherence

Proactive management to optimize use and control trend

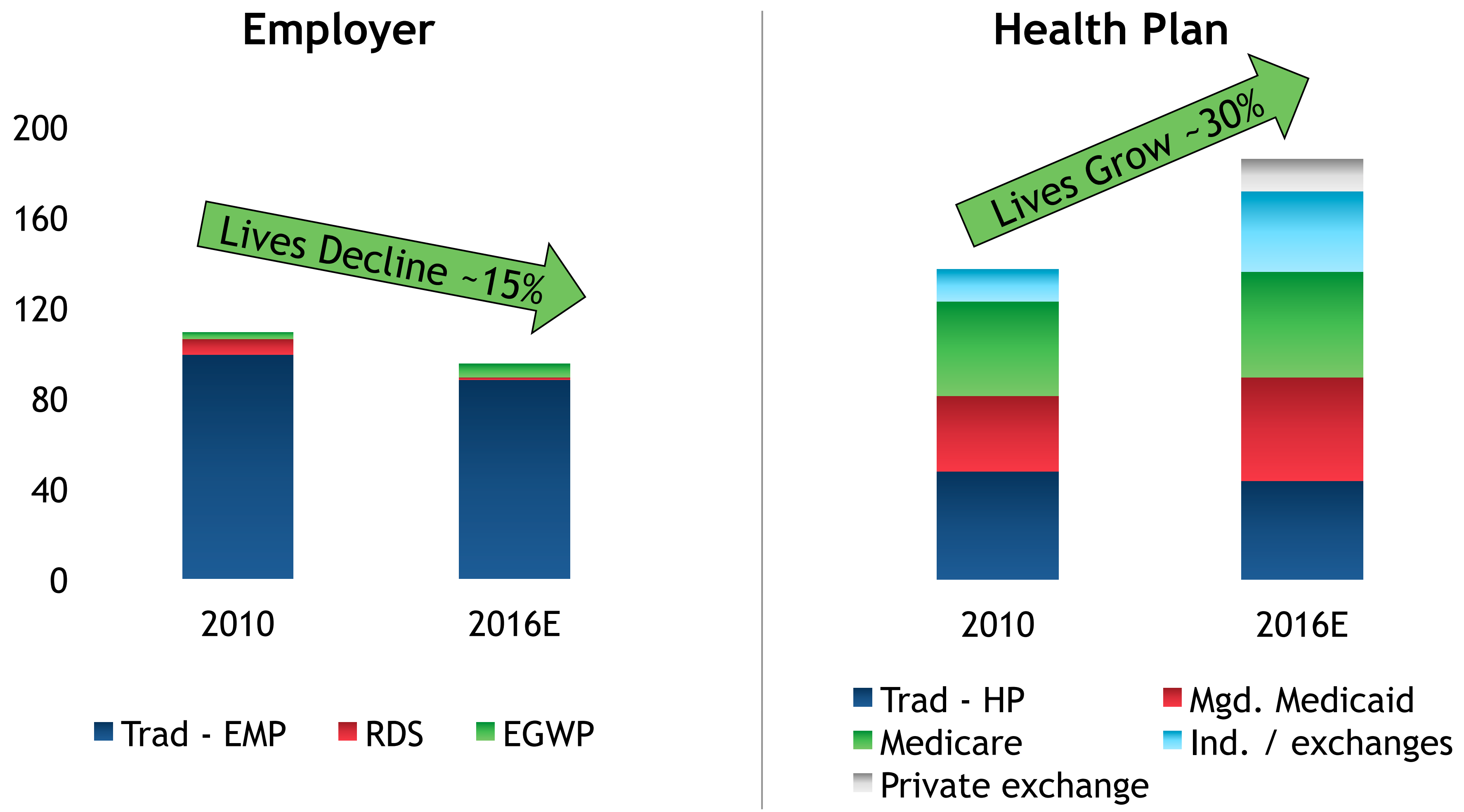
Rigorous cost management is crucial, with focus on high-cost specialty drugs

Sources: CVS Caremark analysis; Generic Drug Savings in the U.S., Generic Pharmaceutical Assn. 2012; Payer Strategies to Manage High-Cost Specialty Drug Expected to Hit Market Soon, Atlantic Information Services Webinar, August, 2012.

PBM Market Shifting From Traditional Group Plans To Individual Choice Plans

CVS CAREMARK

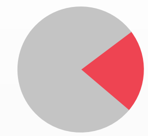
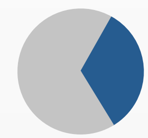
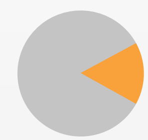
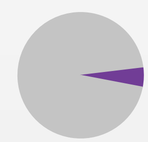
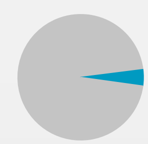
PBM Managed Lives By Segment
(millions)



Note: Population of PBM managed lives excludes Uninsured and Medicaid FFS segments.
Sources: CVS Caremark analysis; 2012 Medicare Trustees Report.

PBM Industry Consolidation
Driven By Changing Market Dynamics

CVS CAREMARK

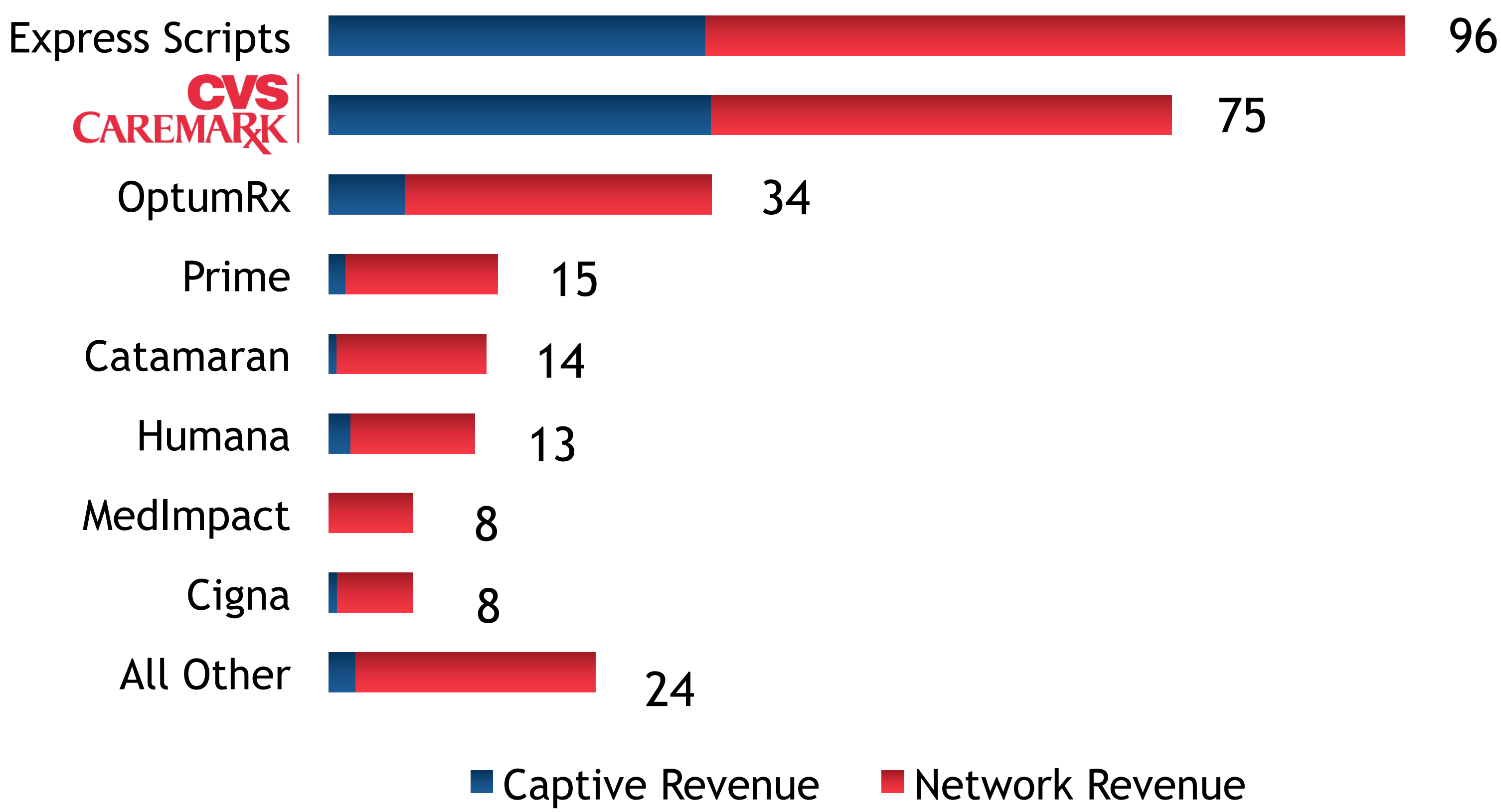
Past: Companies			2013: Company	2013: Market Share
• PharmaCare (CVS) • Caremark • PCS	• Advance Paradigm • RxAmerica	→	CVS CAREMARK	 26%
• Express Scripts • ValueRx • NextRx (WellPoint)	• DPS • NPA • Medco	→	EXPRESS SCRIPTS®	 34%
• Prescription Solution / Optum • Medco Carve-in		→	OPTUM	 12%
• WHI • Catalyst • FutureScripts • RegenceRx	• SxC • NMHC • HealthTrans	→	catamaran™	 5%
• Prime		→	PRIME THERAPEUTICS®	 5%

Notes:
1. Market share calculated on revenue basis, as percent of estimated $283 billion market.
2. Express Scripts and OptumRx estimated on a pro-forma basis, adjusted for shift of UNH volumes from Express Scripts to OptumRx upon termination of the legacy Medco contract.

Significant Consolidation In PBM Industry

Share Of Total PBM Market

($ billions - 2013 projected revenues)



Top two PBMs represent 60% of overall revenues

Note: CVS Caremark figure reflects mid-point of guidance range; CVS Caremark captive revenues include mail, specialty and CVS Retail.
Sources: Total Market Revenues, IMS 2008-2010; company 10-K filings; CVS Caremark analysis.

Our Integrated Model Is Focused On Growth Areas

		CVS CAREMARK	Traditional PBM (ESRX)	Captive Health Plan (OptumRx)
Traditional	Employer	●	●	●
	Commercial health plan	●	●	○
Growing	Medicare	●	◐	●
	Medicaid	●	◔	◐
	Individuals/ exchanges	●	◐	●
	ACOs	●	○	◐

Our Capabilities Support The Increasing Importance Of Clinical Outcomes

Medicare Stars
Focus shift to clinical measures

Accountable Care Organizations
Moving toward provider risk models versus fee-for-service

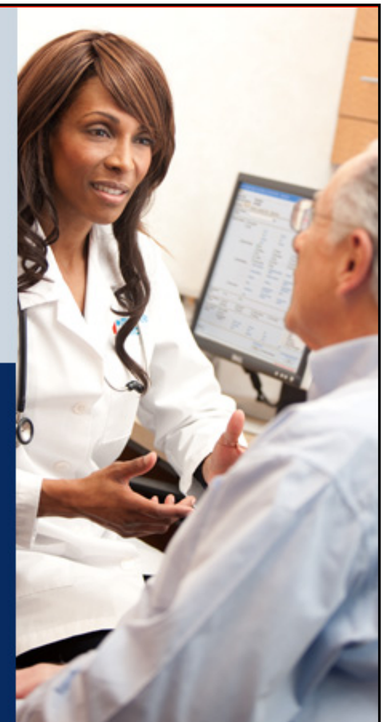
Patient Centered Medical Homes
Opportunity to collaborate with clients and physicians

Pay-for-performance models will play an increasingly important role

Improved outcomes from better adherence and addressing gaps in care critical to provider performance

CVS Caremark Is Uniquely Positioned To Win In The Marketplace

- Differentiation through our integrated model
- Scale combined with financial, technological and people strengths
- Leadership in growing government market segments
- Investing in specialty pharmacy and clinical programs
- CVS Retail presence supports emerging product offerings



CVS CAREMARK | A Pharmacy Innovation Company

PBM Growth Strategy

Jon Roberts

Executive Vice President & President – CVS Caremark Pharmacy Services

Agenda

Business update

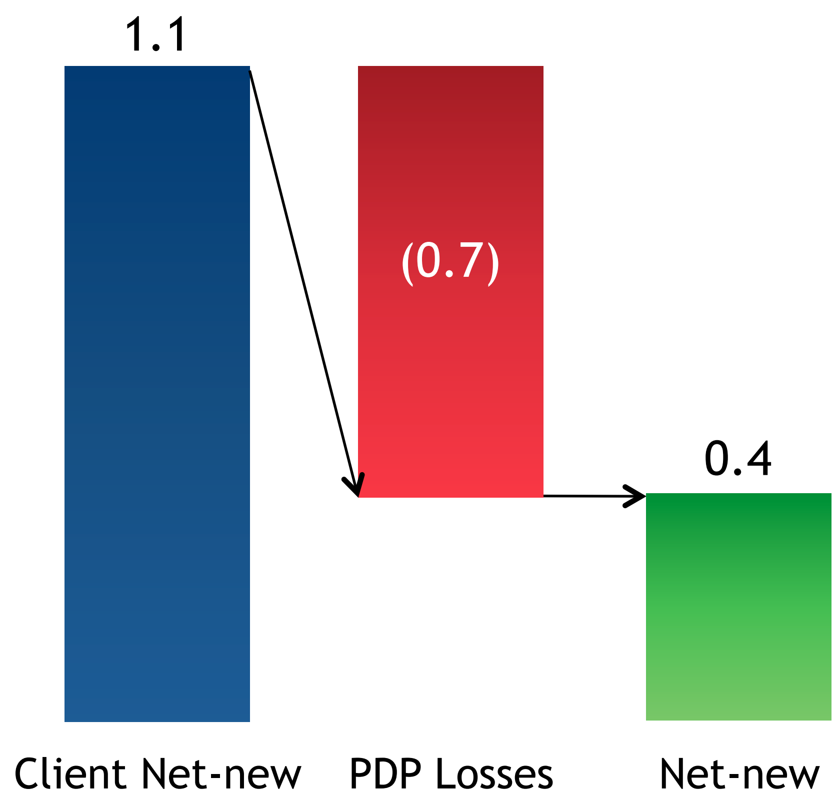
Core growth opportunities

Unique enterprise initiatives

Continued Positive Momentum In 2013 Selling Season

2013 Selling Season ($ billions)	
Gross new business	4.4
Retention rate	96%

2013 Net-new Business
($ billions)

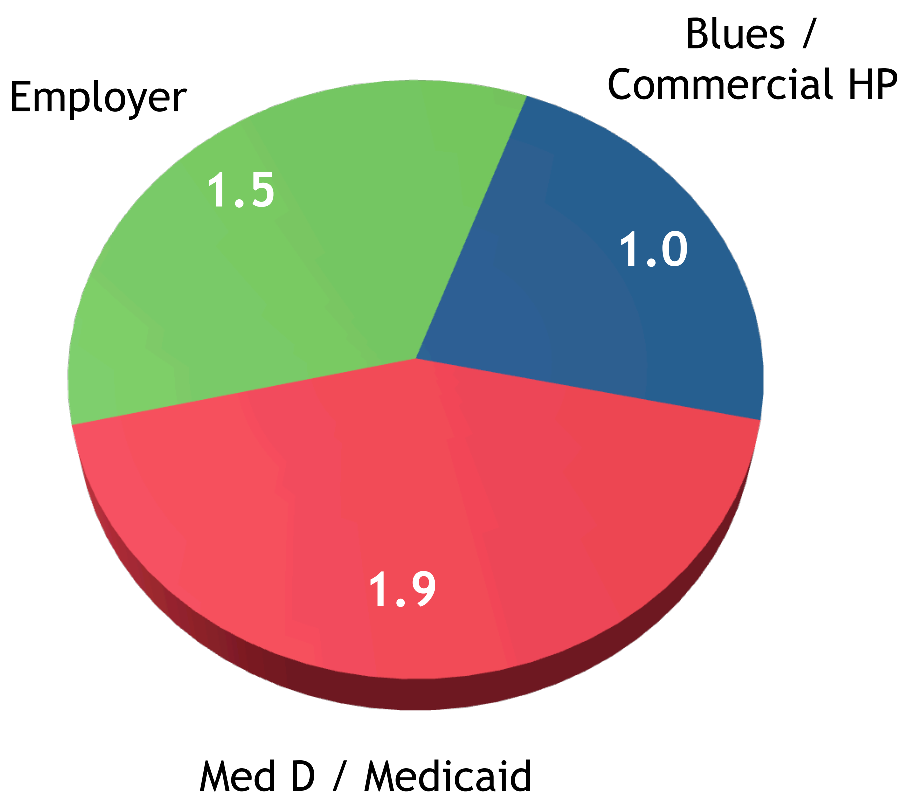


$24 billion of net-new business during the past three years

Notes:
1. PDP losses reflect impact of lost regions, net of benefit from new auto-assigns and open enrollment; excludes EGWPs.
2. Retention rate excludes impact of our net PDP losses.

2013 Selling Season: Winning Across All Segments

Gross New Business:
$4.4 billion



Our Strategic Partnership With Aetna Is Gaining Share In The Marketplace In 2013

- Implementing more than one million new members
- Aetna CVS/pharmacy PDP offered in 29 Medicare regions
- Migration to CVS Caremark platform should be completed by the end of 2013
- Strategic programs an increasing part of Aetna's value proposition

Pharmacy Advisor® Programs Are Gaining Rapid Adoption

Condition Focus:

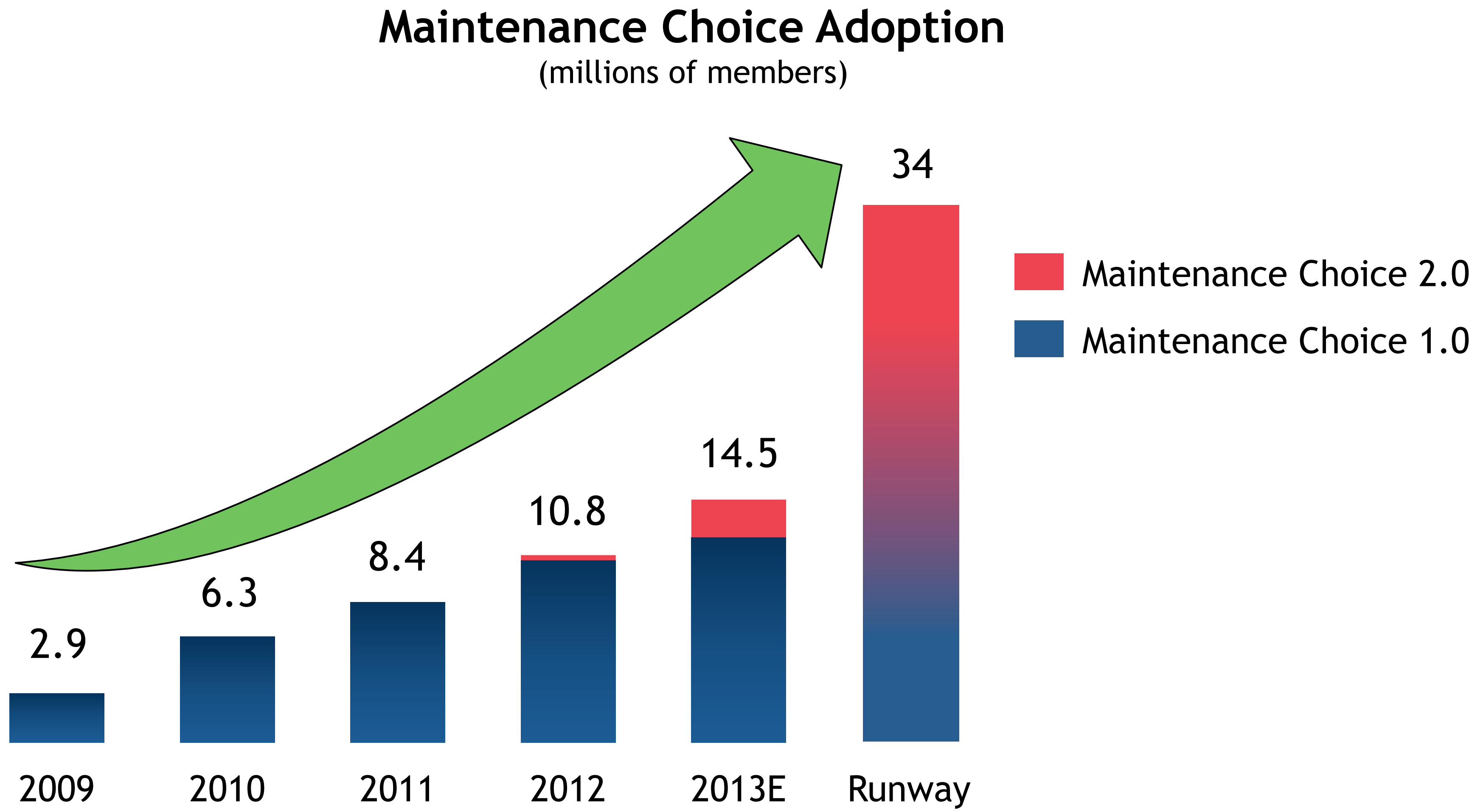
2012
- Diabetes
- Hypertension
- Dyslipidemia
- Coronary Artery Disease
- Congestive Heart Failure

2013
- Asthma
- COPD
- Depression
- Osteoporosis
- Breast Cancer

- ~16 million lives enrolled in Pharmacy Advisor programs in 2013
- Expanding Pharmacy Advisor to Medicare

Members trust and value our pharmacists as part of their clinical team

Client & Member Value Drive Continued Adoption Of Maintenance Choice®



Note: Maintenance Choice 1.0 includes Mandatory, Mandatory Opt-Out and Incentive-based plans.

Our Continuum Of Network Solutions Meet A Wide Range Of Client Needs …

CVS CAREMARK

90 Day Pricing Networks

Retail 90 — Maintenance Choice 2.0 — Maintenance Choice 1.0

↑ Choice — Savings ↑

30 Day Pricing Networks

National (~65k pharmacies) — **Preferred** (65k pharmacies; up to 30k preferred) — **Narrow** (45k pharmacies)

↑ Choice — Savings ↑

… And Enable Clients To Achieve Substantial Savings

CVS CAREMARK

90 Day Pricing Networks

Retail 90 | Maintenance Choice 2.0 | Maintenance Choice 1.0

↑ Choice — Savings ↑

Up to 4%

30 Day Pricing Networks

National (~65k pharmacies) | Preferred (65k pharmacies; up to 30k preferred) | Narrow (45k pharmacies)

↑ Choice — Savings ↑

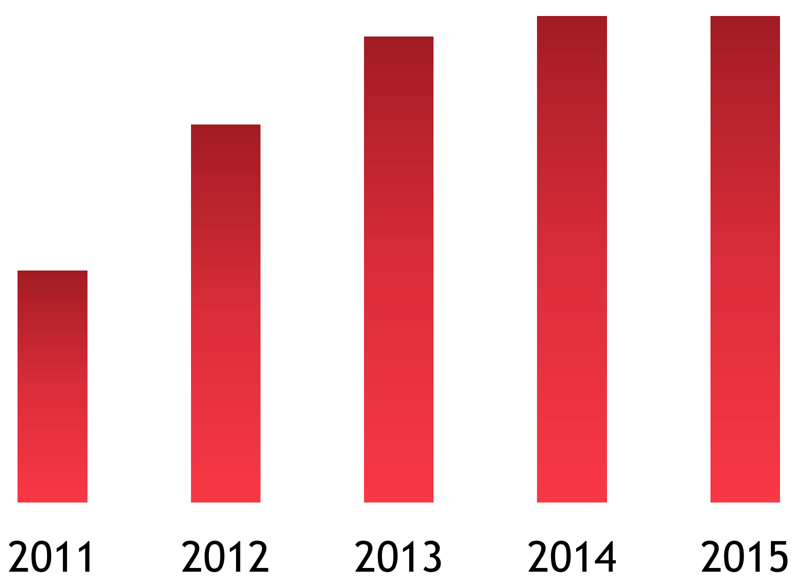
Approx. 2%

~40% of new clients adopted a narrow network or Maintenance Choice

Note: Savings as a percent of gross retail spend.
Source: CVS Caremark Retail Strategies.

Streamlining Initiative On Track To Deliver Substantial Savings

$225 To $275 Million In Estimated Annual Savings



- On track to deliver more than $1 billion of cumulative savings from 2011 through 2015
- Benefits outweighed costs in 2012; should be more favorable in 2013
- Expect to hit full run rate of annual savings in 2014

Streamlining Initiative Lays The Groundwork For Continuous Productivity Improvements

CVS CAREMARK

Streamline Operations

- Two new automated mail pharmacies operational

Rationalize Capacity

- Completed workflow process redesign to improve efficiency
- Continued facilities consolidation

Invest In Technology

- ~85% of business expected to be on destination platform by end of 2013

Agenda

Business update

Core growth opportunities

Unique enterprise initiatives

Well Positioned To Capitalize On Fastest-growing Market Segments

CVS CAREMARK

1. Medicare Part D
2. Managed Medicaid
3. Specialty Pharmacy

Medicare Is Quickly Emerging As A Major Payor For Prescription Drugs In America

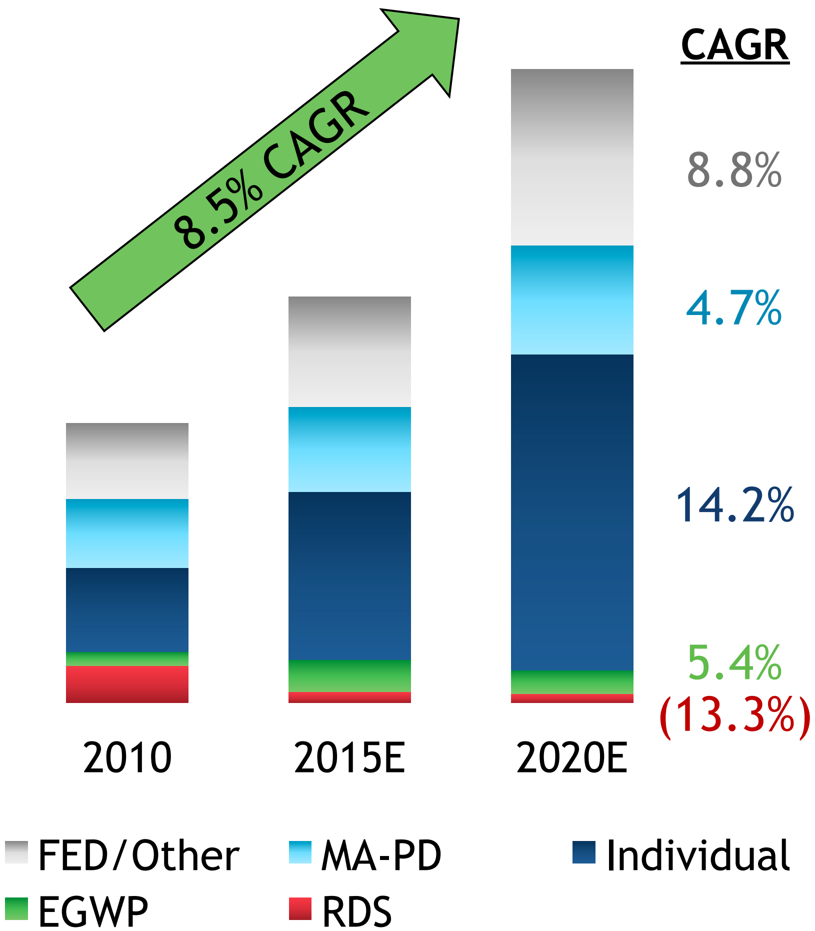
CVS CAREMARK

- Traditional employer-sponsored coverage being replaced by Medicare Part D plans
  - Employer Group Waiver Plan (EGWP): employer sponsored, often with secondary benefits
  - Prescription Drug Plan (PDP): drug plans open to Medicare-eligibles
  - Medicare Advantage – Prescription Drug (MA-PD): plans with medical and drug coverage

- Retirees below income thresholds eligible for low-income subsidies
  - Automatically assigned by Medicare, based on annual bid process

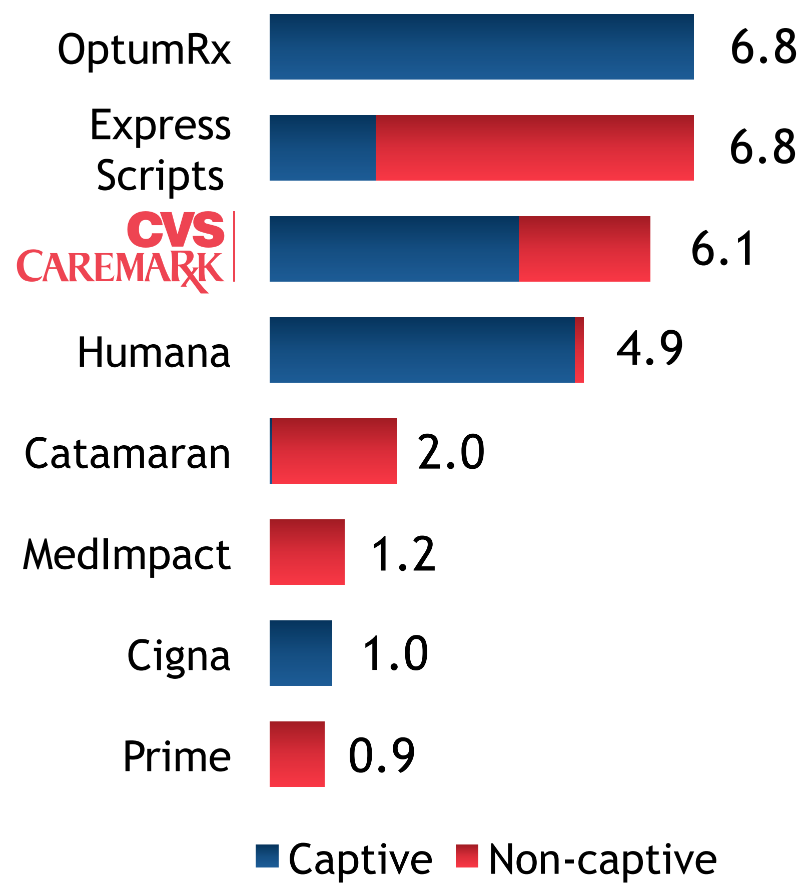
Medicare Market Is Growing Rapidly And Consolidating

Drug Spend By Medicare-eligibles



Medicare Members Served By PBM

(millions)

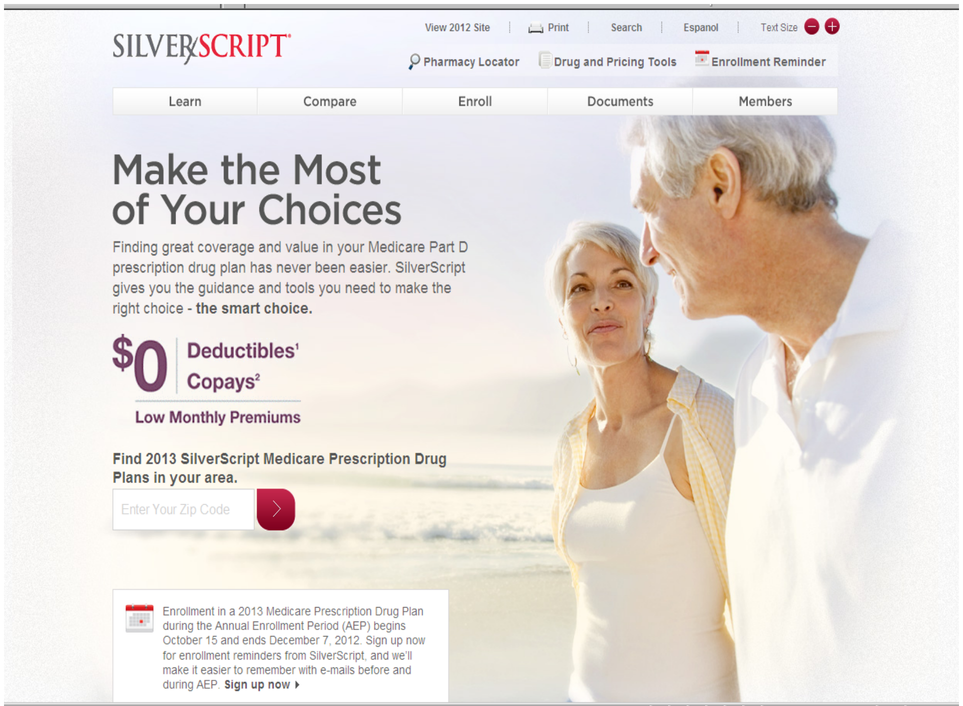


Notes:
1. Reflects enrollments recognized by CMS as of October 2012.
2. Excludes other PBMs.
3. Membership figures include Employer Group members – reflecting CMS' standard enrollment reporting.

Sources: U.S. Bureau of the Census, Medicare Trust Fund Report, 2012; CVS Caremark analysis.

New SilverScript Choice Plan Attractive For Choosers

CVS CAREMARK



- Plan targeted at savvy senior shoppers
- Moderately priced, zero-deductible plan
- $0 co-pay for tier one drugs in preferred network
- Innovative marketing solutions to drive enrollment

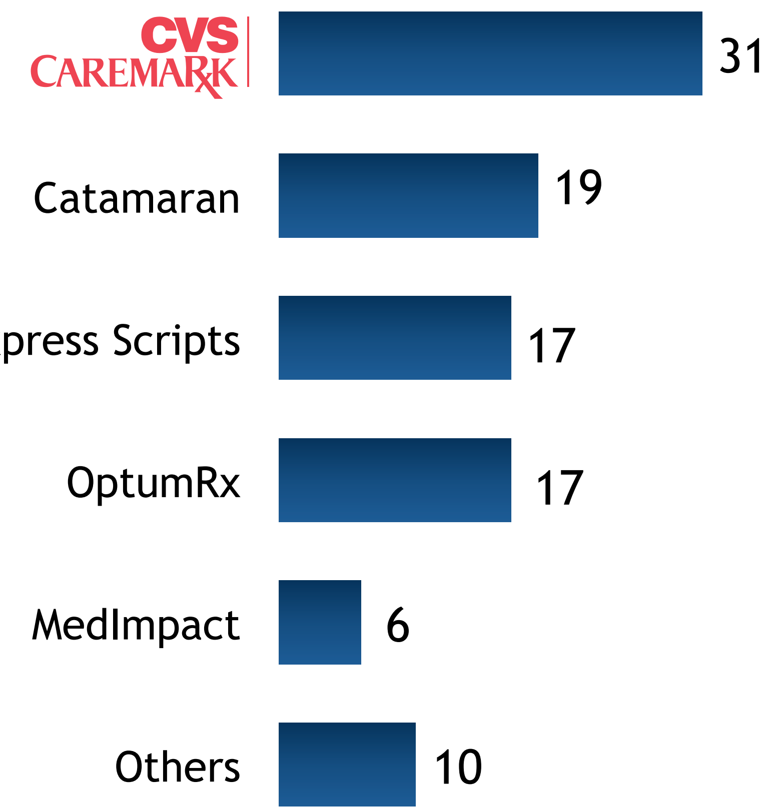
Enrolled more than 200,000 members in the 2013 plan year

Medicaid Market Position Is Strong … Tailoring Programs To Further Expand Our Leadership Position

CVS CAREMARK

2012 Managed Medicaid PBM Market

(estimated % of lives)



Sources: company reports; CVS Caremark analysis.

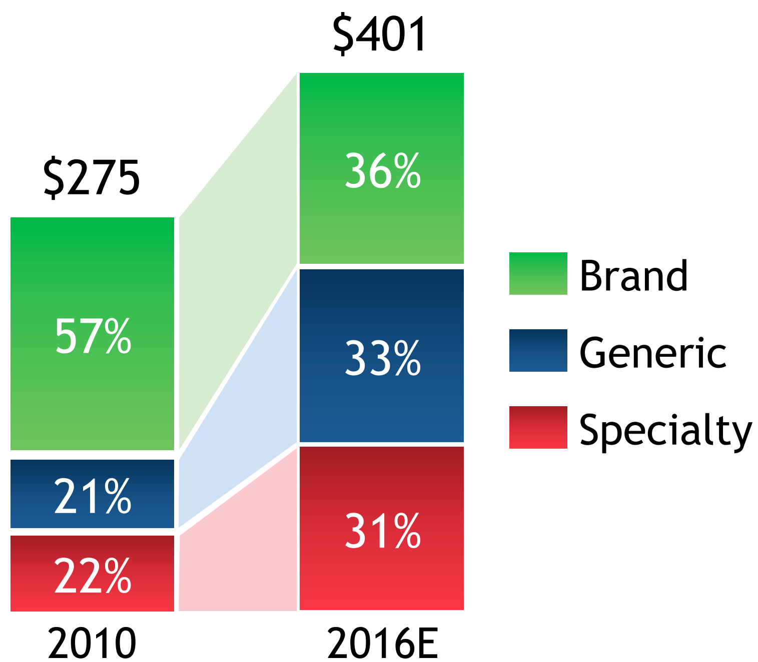
Member Engagement
Effective and direct interactions with Medicaid members to improve their care

Clinical And Cost Control
Products and services tailored to the needs of Medicaid plans and their members

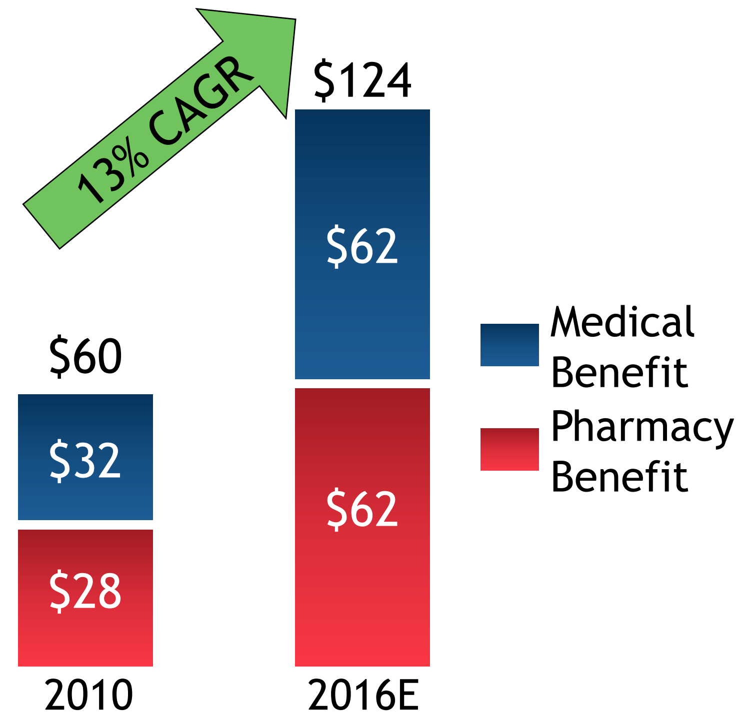
Operational Excellence
Meeting client needs for a partner with deep Medicaid knowledge and competence at a low administrative cost

Specialty Spend Expected To Double By 2016

Pharmacy Spend By Category
(billions)



Specialty Market Growth
(billions)



By 2016, eight of the top ten drugs will be in specialty

Sources: CVS Caremark analysis; IMS Health; Buck Consultants; NHE; Credit Suisse; Kaiser Commission on Medicaid and the Uninsured, Kaiser Family Foundation, September 2011; 7 reasons why specialty drug dispensing will boom, Specialty Pharmacy Times, June 2012.

Our Breadth Of Solutions Is Unmatched: A Continuum Of Options For Managing Specialty Trend

CVS CAREMARK

Drugs In Pharmacy Benefit

- Specialty Guideline Management
- Preferred Drug Strategies
- Exclusive Pharmacy Network

Drugs In Medical Benefit

- Benefit Alignment/ Optimization
- Site Of Care Management
- Medical Pharmacy/ Oncology Management

Unit Cost	Optimize discounts, manage reimbursement and site of service
Utilization	Expand prior authorization and step edits
Drug Mix	Product selection

Clients can save up to 12% to 16% of specialty spend

Source: CVS Caremark Analytics; Novologix (presented at “The Pharmacy Group, 2012 Annual Medical Roundtable”)

Our Breadth Of Solutions Is Unmatched: Rheumatoid Arthritis Example

CVS CAREMARK

Drugs In Pharmacy Benefit			Drugs In Medical Benefit		
Specialty Guideline Management	Preferred Drug Strategies	Exclusive Pharmacy Network	Benefit Alignment/ Optimization	Site Of Care Management	Medical Pharmacy/ Oncology Management

Has patient tried and failed methotrexate oral agent?

Estimated Cost Per Month:

- Methotrexate ~$15
- Biologic average $2,000 - $3,000

Our Breadth Of Solutions Is Unmatched: Rheumatoid Arthritis Example

CVS CAREMARK

Drugs In Pharmacy Benefit

- Specialty Guideline Management
- Preferred Drug Strategies
- Exclusive Pharmacy Network

Drugs In Medical Benefit

- Benefit Alignment/ Optimization
- Site Of Care Management
- Medical Pharmacy/ Oncology Management

What is the preferred self-injectable?

Humira, Enbrel, Simponi, Cimzia, Orencia

Our Breadth Of Solutions Is Unmatched: Rheumatoid Arthritis Example

CVS CAREMARK

Drugs In Pharmacy Benefit

- Specialty Guideline Management
- Preferred Drug Strategies
- Exclusive Pharmacy Network

Drugs In Medical Benefit

- Benefit Alignment/ Optimization
- Site Of Care Management
- Medical Pharmacy/ Oncology Management

Where is the most cost-effective site of treatment?

Cost Per Treatment:

- Hospital $5,900
- Home/Physician Office $2,700 - $2,900

Source: Milliman Specialty Medical Drug 2010 Commercial Benchmark Study.

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Unique enterprise initiatives

Unique Enterprise Initiatives

Create greater health care value

Serve customers in new ways

Optimize enterprise assets

- Unlock Adherence
- Transform Primary Care
- Expand Role In Specialty
- Differentiate For Providers
- Partner With Health Plans
- Integrated Digital Offering

Integrated Specialty

Integrated Specialty: Uniquely Positioned To Offer Specialty Patients Pharmacy Of Choice

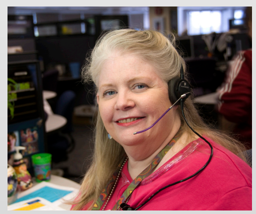
CVS CAREMARK

Intake From Anywhere

7,400 Retail Stores

Our Specialty Mail Pharmacies

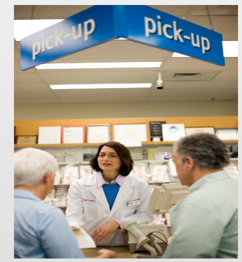
Integrated Services Provided Centrally



Expert On-boarding And Processing

Consistent, High-quality Clinical Services

Convenient Delivery



In-store Pick-up

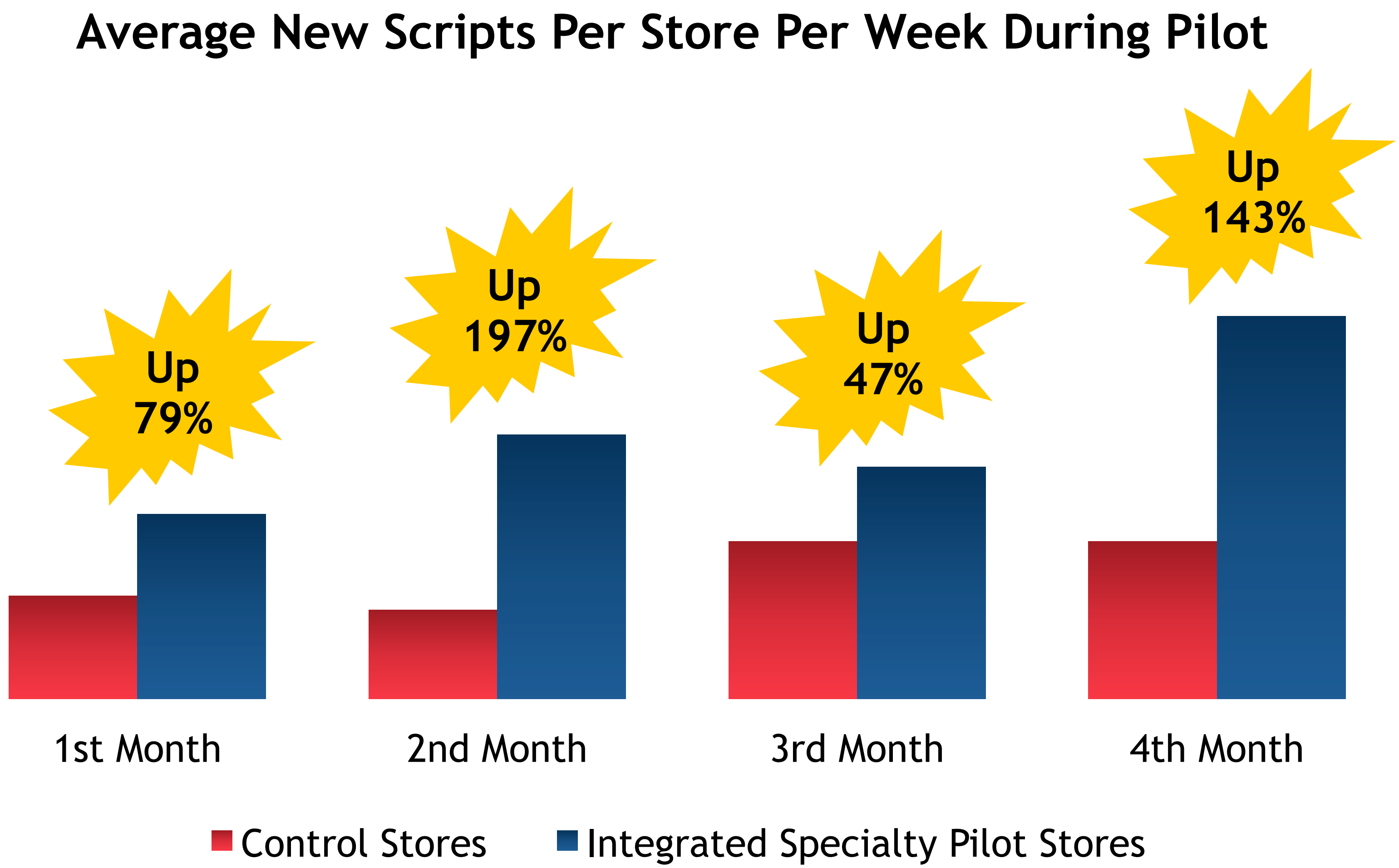
Home Delivery

Unmatched access, convenience and clinical quality

Note: Prescriptions enter through complete range of current channels—mail, digital, phone, voicemail, fax, walk-in, other pharmacy, and PBM, among others.

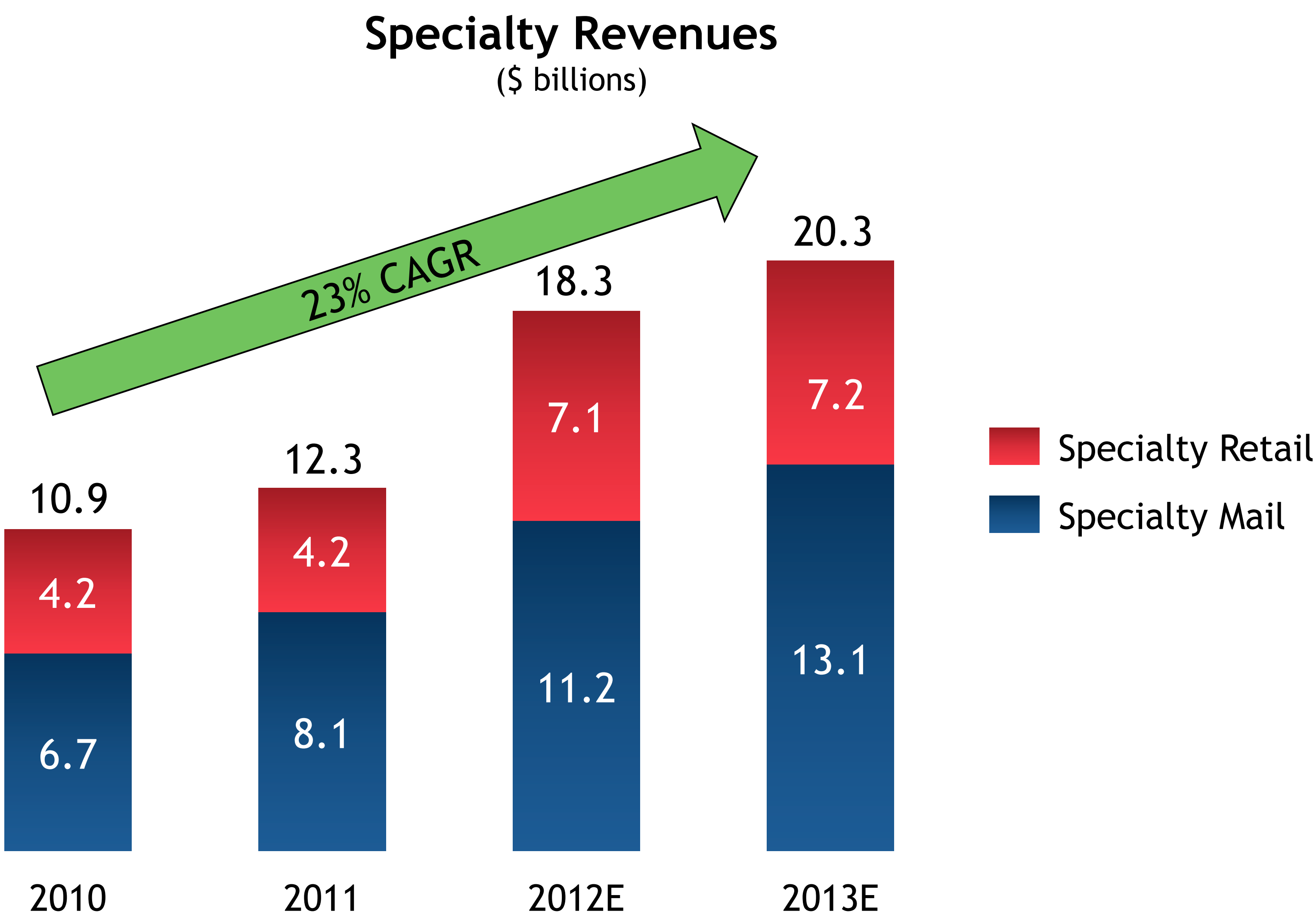
Initial Pilot Results:
New Therapy Starts Up 112% Over Four Months

CVS CAREMARK



Notes:
1. Non-Pilot Control based on data from 63 stores which was normalized to match the number of stores used for each test and indexed to Pre-Test Fills.
2. 3rd and 4th months for pilot only include data from mini-test.
3. Analysis excludes any patient and NDC combination which shows Rx Fill Nbr 0 but has been presented within pilot market during FY12.

Strong Specialty Growth Expected To Continue



Note: Specialty Retail includes PBM Network Revenues and specialty product revenues at CVS/pharmacy.

Unique Enterprise Initiatives

CVS CAREMARK

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MinuteClinic Co-pay Reduction

MinuteClinic Co-pay Reduction With Marriott: Program Yielding Promising Results

Member out-of-pocket cost	↓ 80%
Visits vs. baseline	↑ 3x
First-time users	67%

Uniquely Positioned For Growth

- Continue to achieve profitable net-new business
- Leverage unique model to create truly distinctive client and member value
- Continue progress in driving clinical outcomes
- Build on leadership position in Specialty, Medicare and Medicaid
- Establish a culture of continuous productivity improvement

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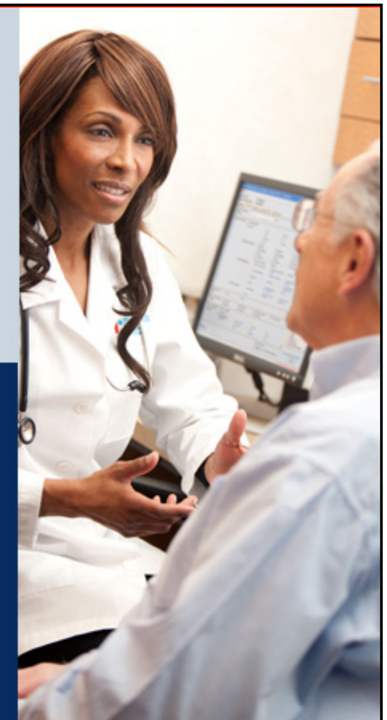
A Pharmacy Innovation Company



Retail Pharmacy Growth Strategy

Mark Cosby

Executive Vice President & President, CVS/pharmacy

Agenda

CVS CAREMARK

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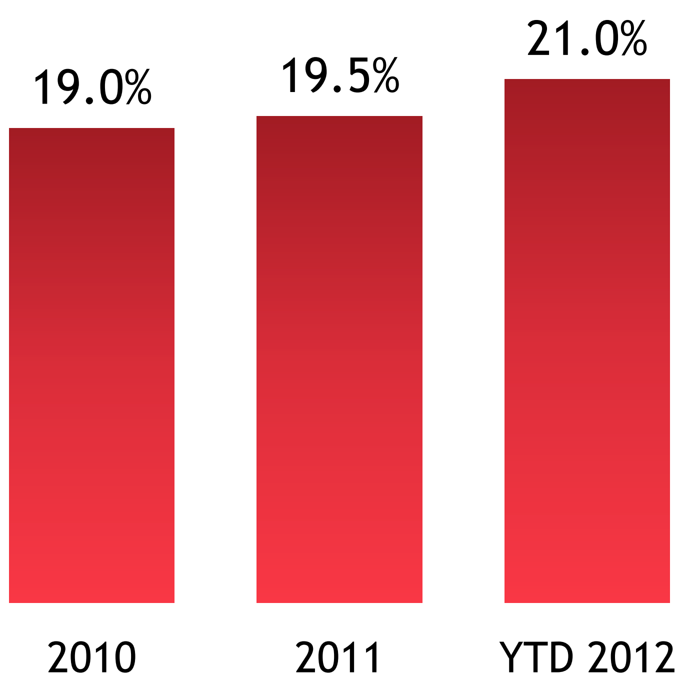
Retail Pharmacy Business Is Performing Well

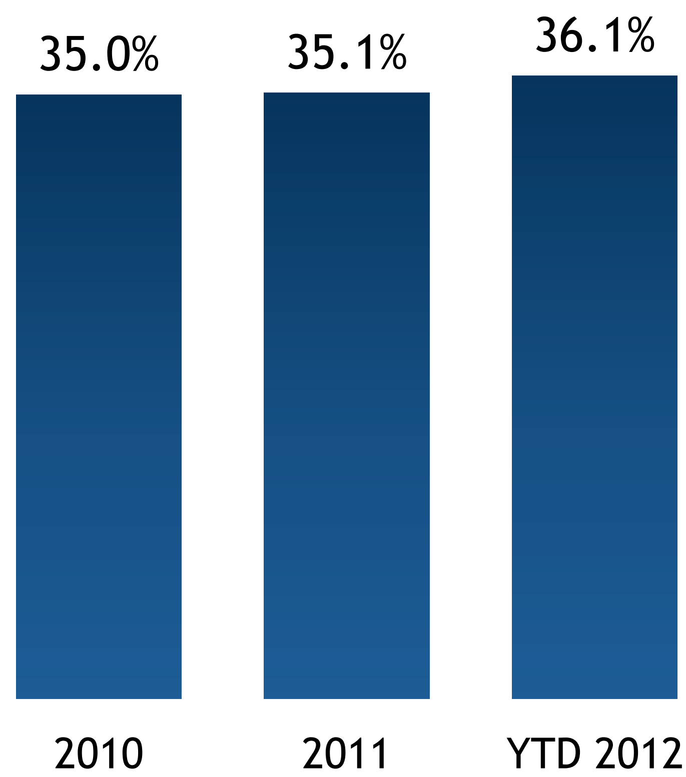
- Continuing to grow market share
- Outpacing competition in same store sales growth
  - Front store
  - Pharmacy
- Capitalizing on WAG/ESRX impasse
- Underlying core business is strong

We Continue To Gain Market Share

CVS Share Of Total U.S. Prescription Market



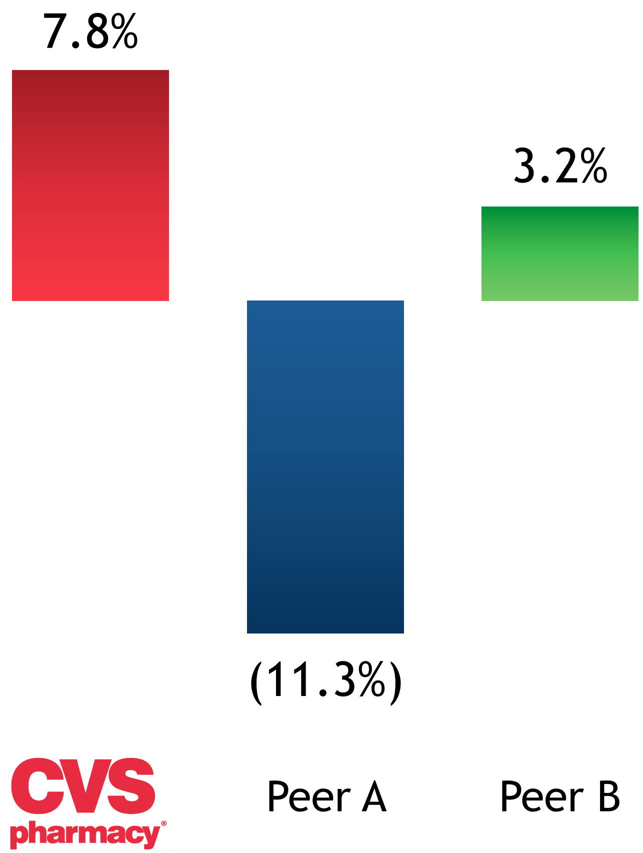
CVS Front Store Share Of Total U.S. Drug Store Channel



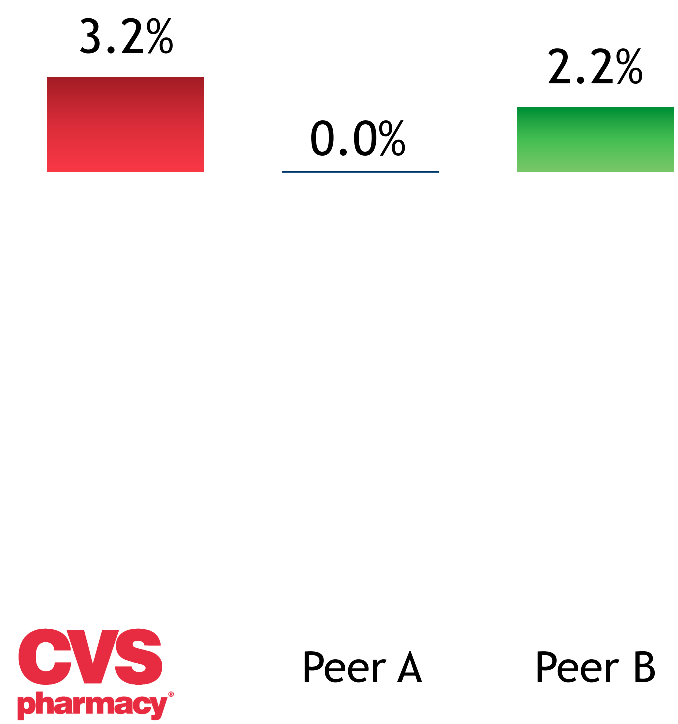
Source: IMS Health and IRI Infoscan.

We Are Outperforming Our Competitors

YTD Comp Script Performance



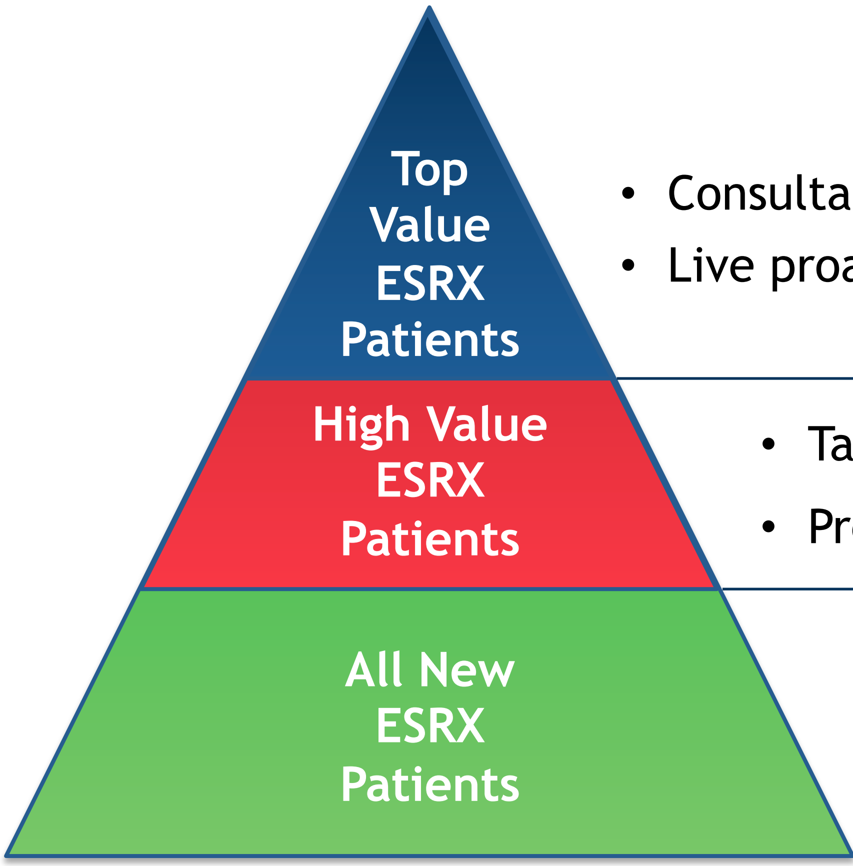
YTD Front Store Comp Performance



Notes:
1. Results through YTD September 2012.
2. 90 Day Scripts counted as 1.
3. CVS figures are as reported on a calendar basis, peer figures are as reported for the nine month period ending closest to CVS calendar

Comprehensive WAG/ESRX Retention Plan Is Working

CVS CAREMARK



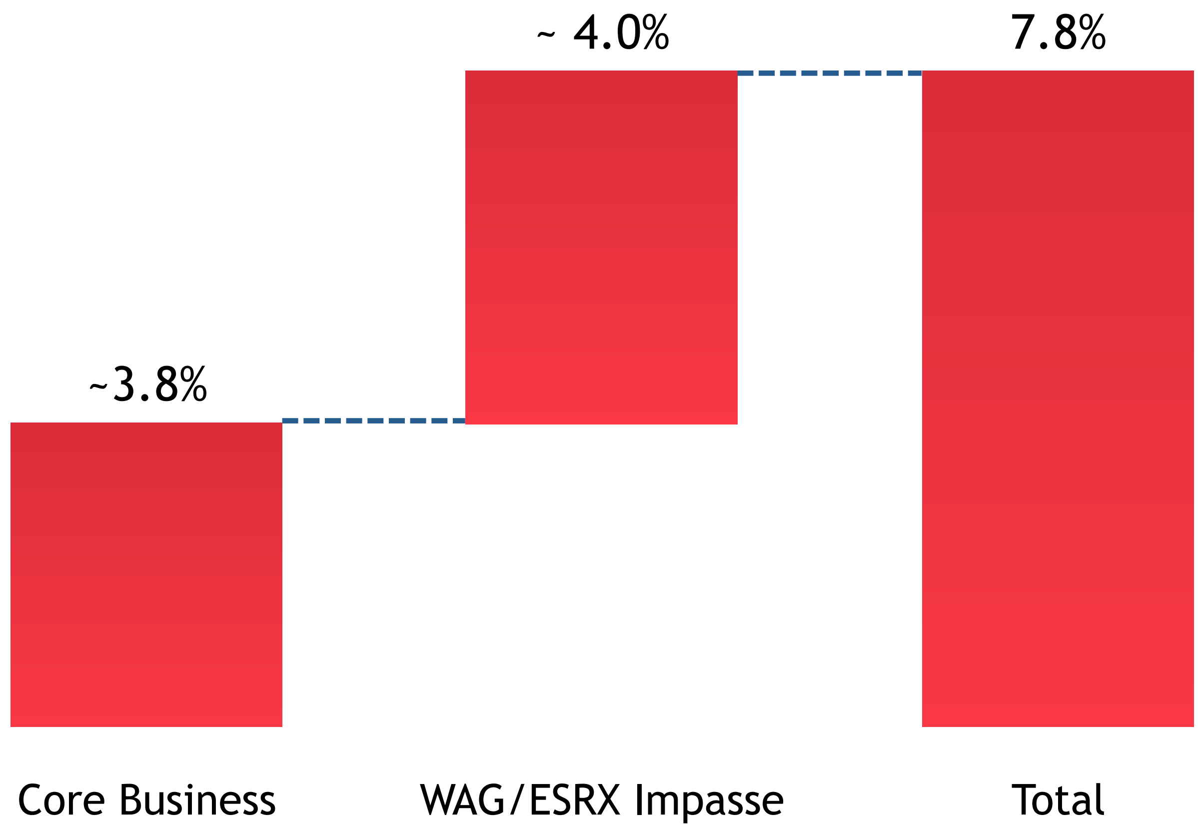
- Consultations with personalized thank you notes
- Live proactive refill reminders

- Targeted consultation and value program
- Pre-resolution outreach calls

- Comprehensive marketing
- Customer engagement

Successfully engaged with 850,000 high value customers

YTD Script Comp Growth Is Strong In The Core Business



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Core Growth Opportunities

1. Driving pharmacy growth
   – Patient care excellence
   – WeCARE workflow

2. Differentiating the front store
   – Personalization featuring ExtraCare
   – myCVS clustering
   – Differentiated store brands

3. Growing store base and building growth culture
   – Expanding footprint
   – Stores Own Sales

1

Driving Pharmacy Growth:

Patient Care Excellence

CVS CAREMARK

New Script Outreach

Pharmacy Advisor

ReadyFill®

Adherence Outreach

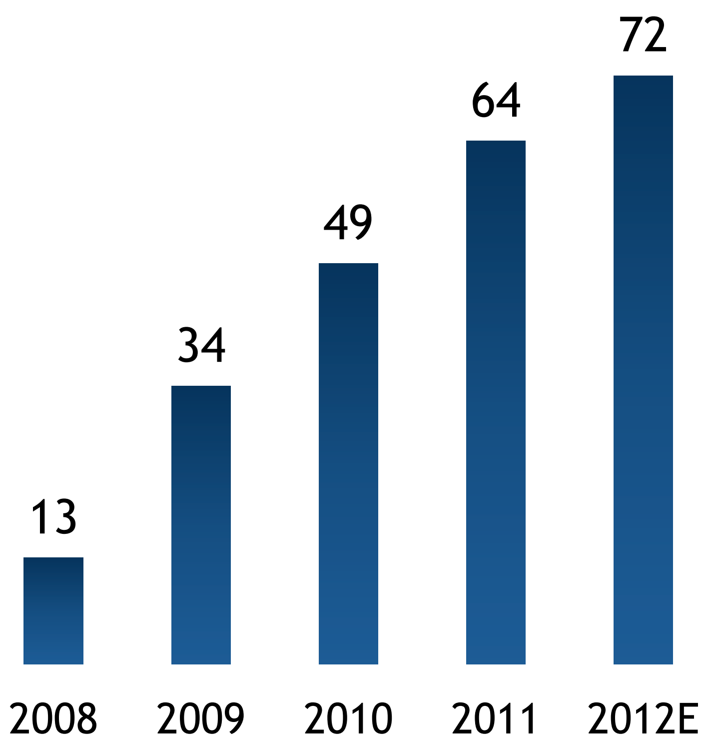
First Fill Counseling

Refill Reminders

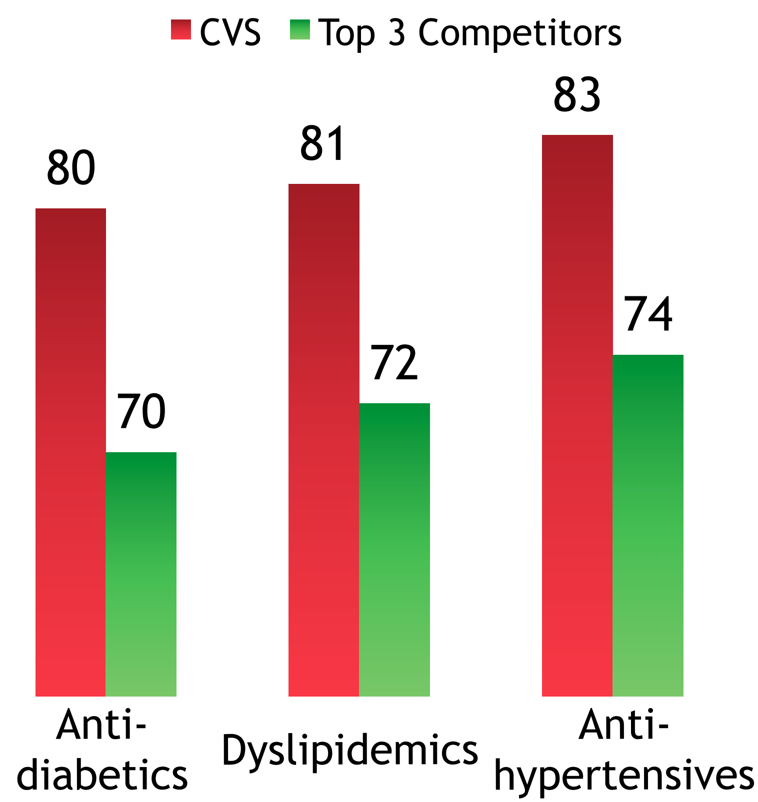
Bringing solutions to non-adherence

Driving Pharmacy Growth:
Pharmacist Interventions Drive Adherence

Pharmacy Team Interventions
(millions)



Adherence
(medication possession ratio)



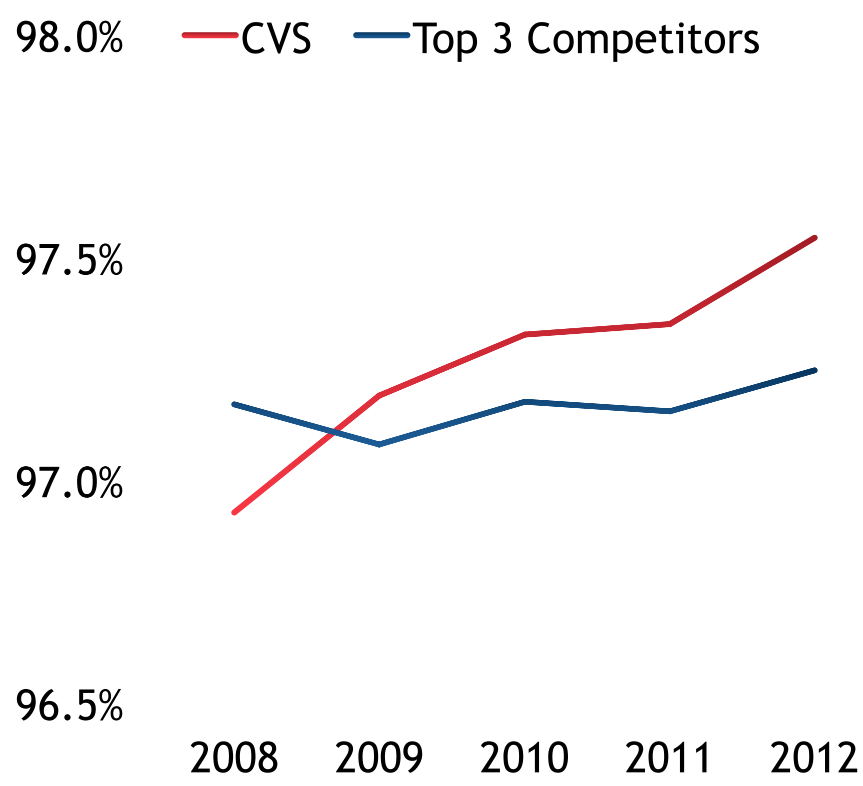
230+ million interventions has helped drive best-in-class adherence results

Note: Patients with a medication possession ratio over 80 are considered "optimally adherent."
Source: CVS Caremark Quarterly Adherence Report.

1

Driving Pharmacy Growth:
Helping Patients Optimize Value Of Generics

Generic Substitution Rate



Lipitor Generic Substitution Rate

Plavix Generic Substitution Rate

CVS/pharmacy has outperformed all other chains in GSR

Notes: 2012 numbers are YTD. Top 3 Competitor figures are averaged.
Source: Caremark Analytics.

1

Driving Pharmacy Growth:
The Pharmacy Landscape Is Shifting

	2007	Today
% of eligible scripts e-prescribed	5%	60%
% of customers using drive-thru	19%	35%
Annual interventions	minimal	72 million
Flu shots per year	N/A	3.7 million
Reimbursement based outcomes	N/A	Star Ratings

Notes: CVS/pharmacy data.

1

Driving Pharmacy Growth:

WeCARE Addresses Changing Landscape

CVS CAREMARK

Objectives

- Improve service and outcomes and grow scripts

Components

- RxConnect system enhancements
- Seamless integration into patient care
- Role clarification

Timeline

- Chain-wide roll out by end of Q1 2013

WeCARE WORKFLOW

Driving Pharmacy Growth: WeCARE Results Are Encouraging

CVS CAREMARK

Expected Benefits

- Enhanced customer service
- Elimination of prescriptions that are not picked up
- Optimization of our Patient Care services
- Improved efficiency

Early Results

- Greater than 50% reduction in 'Surprise Waiters'
- Customer receives all of their prescriptions
- 5% improvement in successful patient care outreaches
- 6% improvement in time-to-fill

WeCARE WORKFLOW

Core Growth Opportunities

1. Driving pharmacy growth
   – Patient care excellence
   – WeCARE workflow

2. Differentiating the front store
   – Personalization featuring ExtraCare
   – myCVS clustering
   – Differentiated store brands

3. Growing store base and building growth culture
   – Expanding footprint
   – Stores Own Sales

Differentiating The Front Store:
Personalization Is Key To Addressing Consumer Shift

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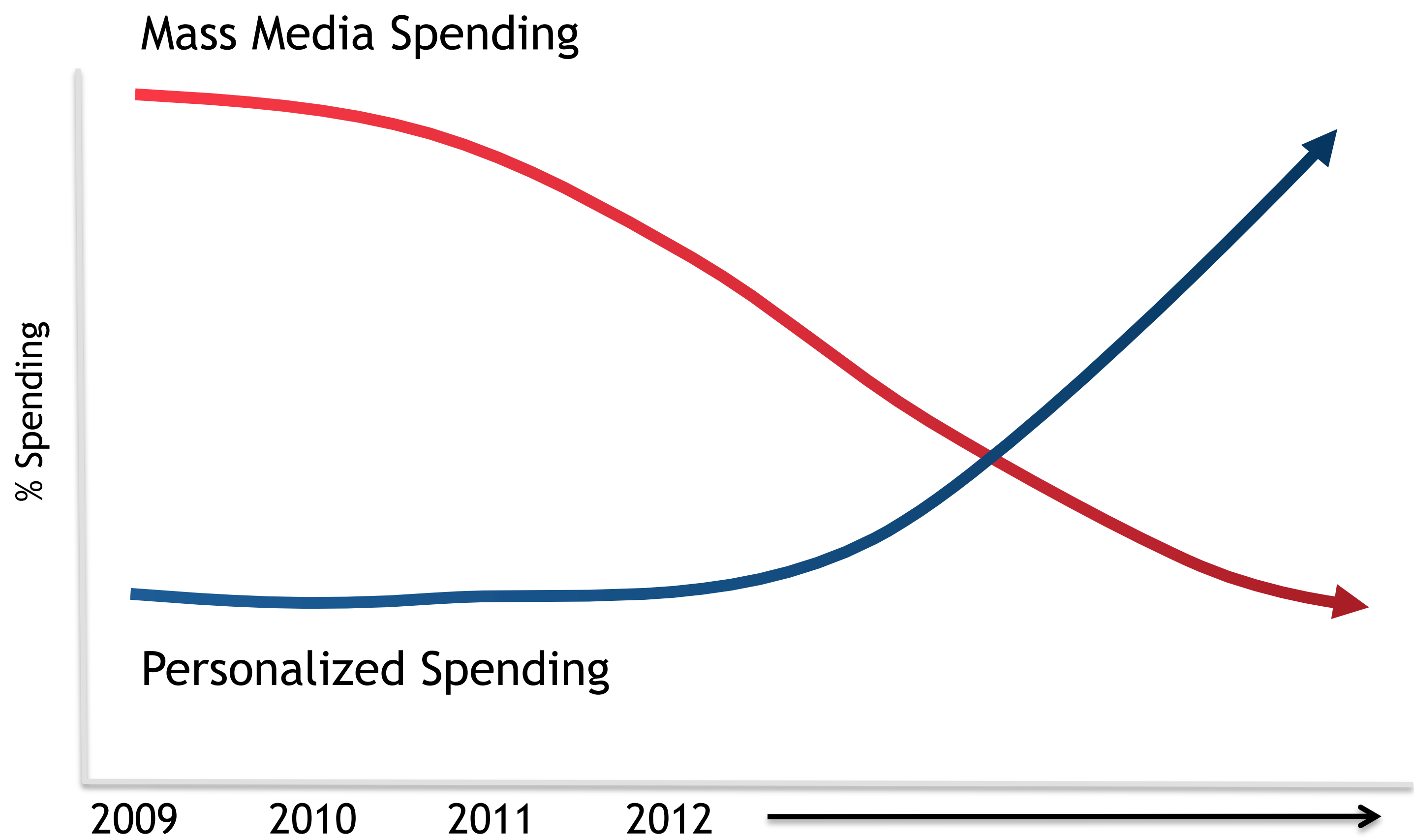


Differentiating The Front Store:
Several Initiatives Fuel Personalization

2

Differentiating The Front Store: Several Initiatives Fuel Personalization

CVS CAREMARK

Differentiating The Front Store:
ExtraCare – The Industry's #1 Loyalty Program

2

15 year history

275 million unique cards issued

70 million active households

68% of front store transactions

84% of front store sales

Differentiating The Front Store: Future Of ExtraCare

- Convert circulars to personalized digital circular
- Build on strength of Beauty Club
- Launching industry-leading pharmacy and health program
- Drive usage of our ExtraCare coupon center
- Leverage insights to convert customers to multiple category shoppers

We are taking ExtraCare to the next level

Differentiating The Front Store:
Opportunity To Convert Existing Customers

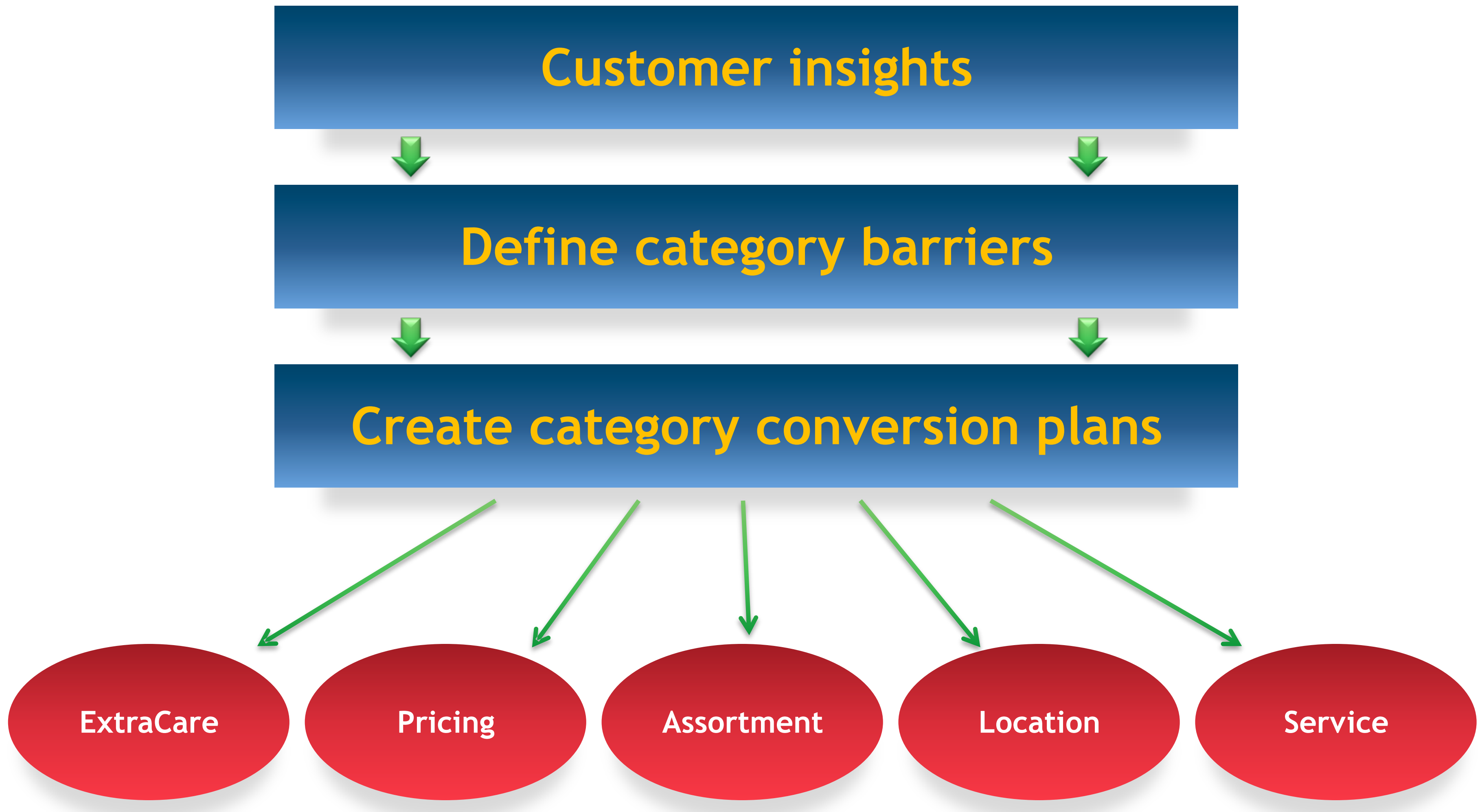
2

Customer Conversion Opportunity Examples	% Of Customers
Cosmetics customers bought facial care	38%
Vitamin customers bought deodorant	35%
Pain customers bought hair care	42%
Oral care customers bought vitamins	36%

Opportunity to increase sales by encouraging multi-category shopping

2

Differentiating The Front Store: Driving Plan To Convert Customers By Category



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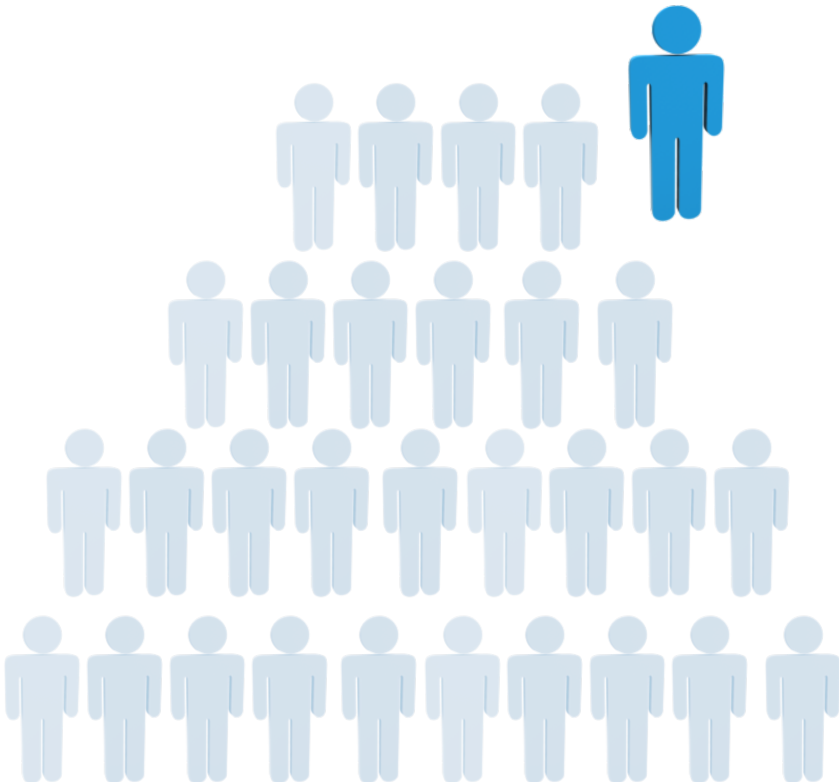
Differentiating The Front Store:

myCVS Clustering Will Expand

CVS CAREMARK



- Design stores to better meet the needs of customers
- Customer insights influence store design
- Eight defined clusters
- Execute/leverage existing programs
  - Plan-o-grams
  - Remodels
  - New stores

2

Differentiating The Front Store:

Urban Clusters Delivering Results

CVS CAREMARK

Profile

General store for dense trade areas with limited competition

Store Count

Now: 450

2013: Plan to build 85 more

Results

Sales + 8%

Margin + 9%

2

Differentiating The Front Store:

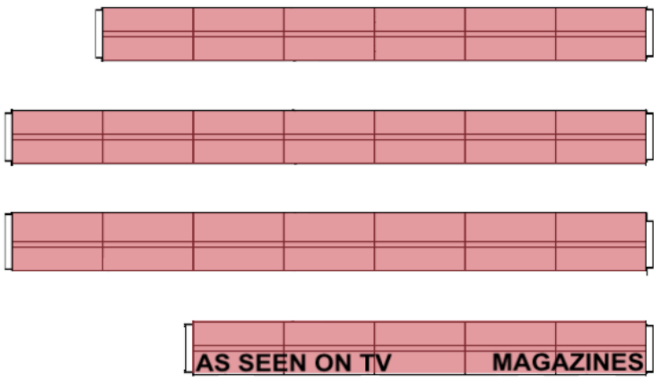
Begin Expanding myCVS Clustering In 2013

	2013	2014 +
Urban	Expand	Expand
Suburban	Pilot	Expand
New clusters	Test	Pilot
Quick wins	Incorporate in planograms for remodels and new stores	

Differentiating The Front Store:
Health Care Reset Will Drive Sales

CVS CAREMARK

Before



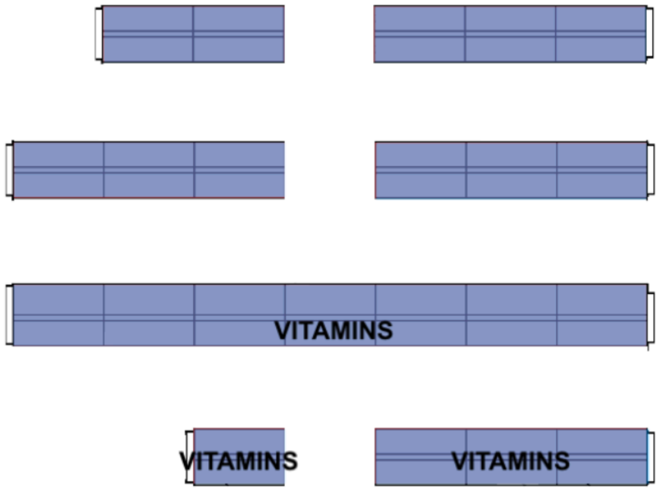
Incorporate suburban cluster lessons into health care reset

Plan to roll out to 600 units in 2013

Differentiating The Front Store:
Health Care Reset Will Drive Sales

2

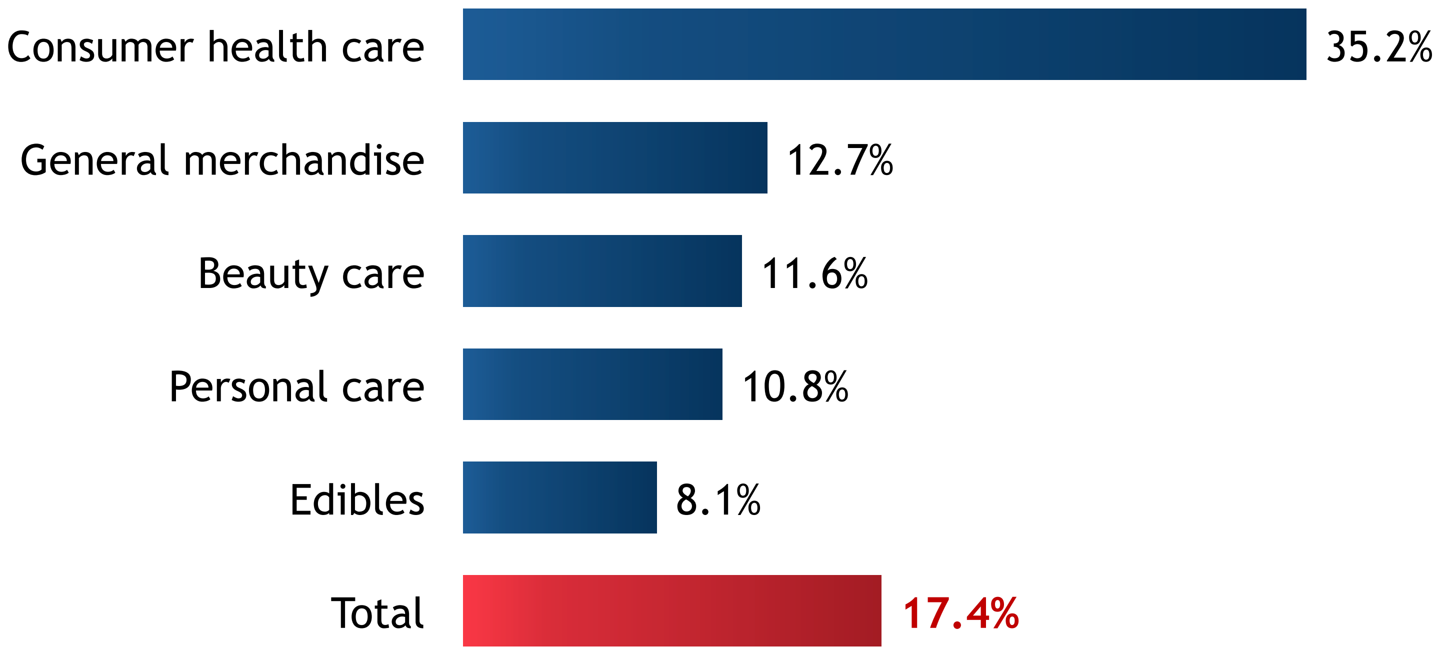
After



3% to 5% incremental sales increase in entire health quadrant

2 Differentiating The Front Store:
Store Brands Drive Margins And Customer Loyalty

Store Brands Category Sales
(% of total front store sales)



Significant upside for Store Brands across our front store categories

Note: Sales numbers are 2012 estimates.

Differentiating The Front Store: Plan To Grow Store Brands

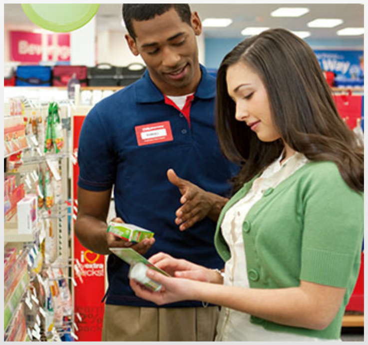
2

PLAN

- Increase organizational capability
- Define category white space
- Develop action plan to fill white space
- Focus on differentiated brands

GOAL

- Move Store Brand penetration to 20%+ from current 17% of front store sales



Differentiating The Front Store:
Improving Existing Store Brands – Gold Emblem

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Current

NEW!

Gold Emblem

Re-defined to drive breakthrough growth

Differentiating The Front Store:
Improving Existing Store Brands – Total Home

2

NEW!

Current

Total Home

Replacing CVS/pharmacy and Round The House brands for all home-care-related items

Core Growth Opportunities

1 Driving pharmacy growth
- Patient care excellence
- WeCARE workflow

2 Differentiating the front store
- Personalization featuring ExtraCare
- myCVS clustering
- Differentiated store brands

3 Growing store base and building growth culture
- Expanding footprint
- Stores Own Sales

3

Growing Store Base And Building Growth Culture:
Expanding Footprint

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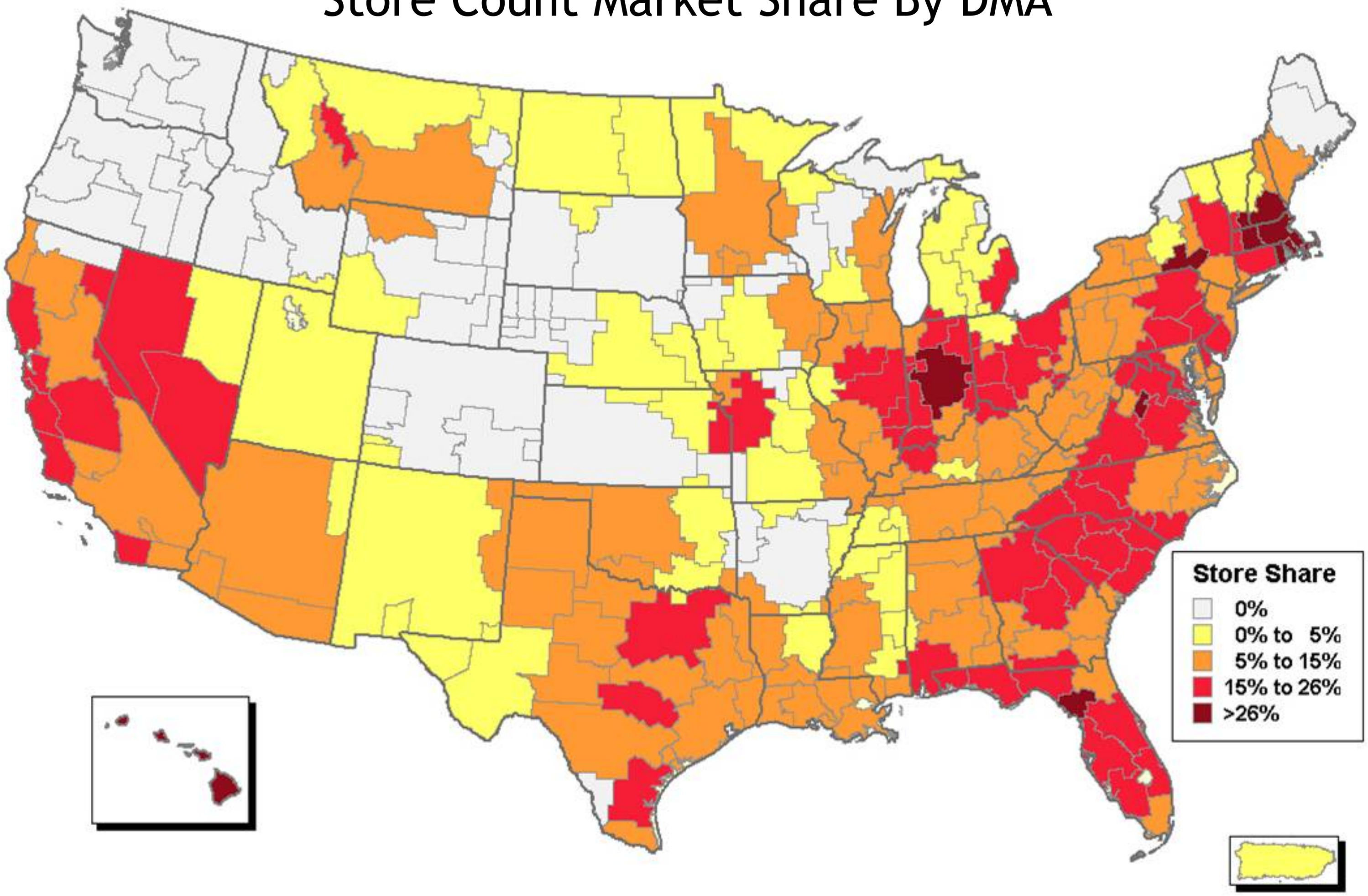
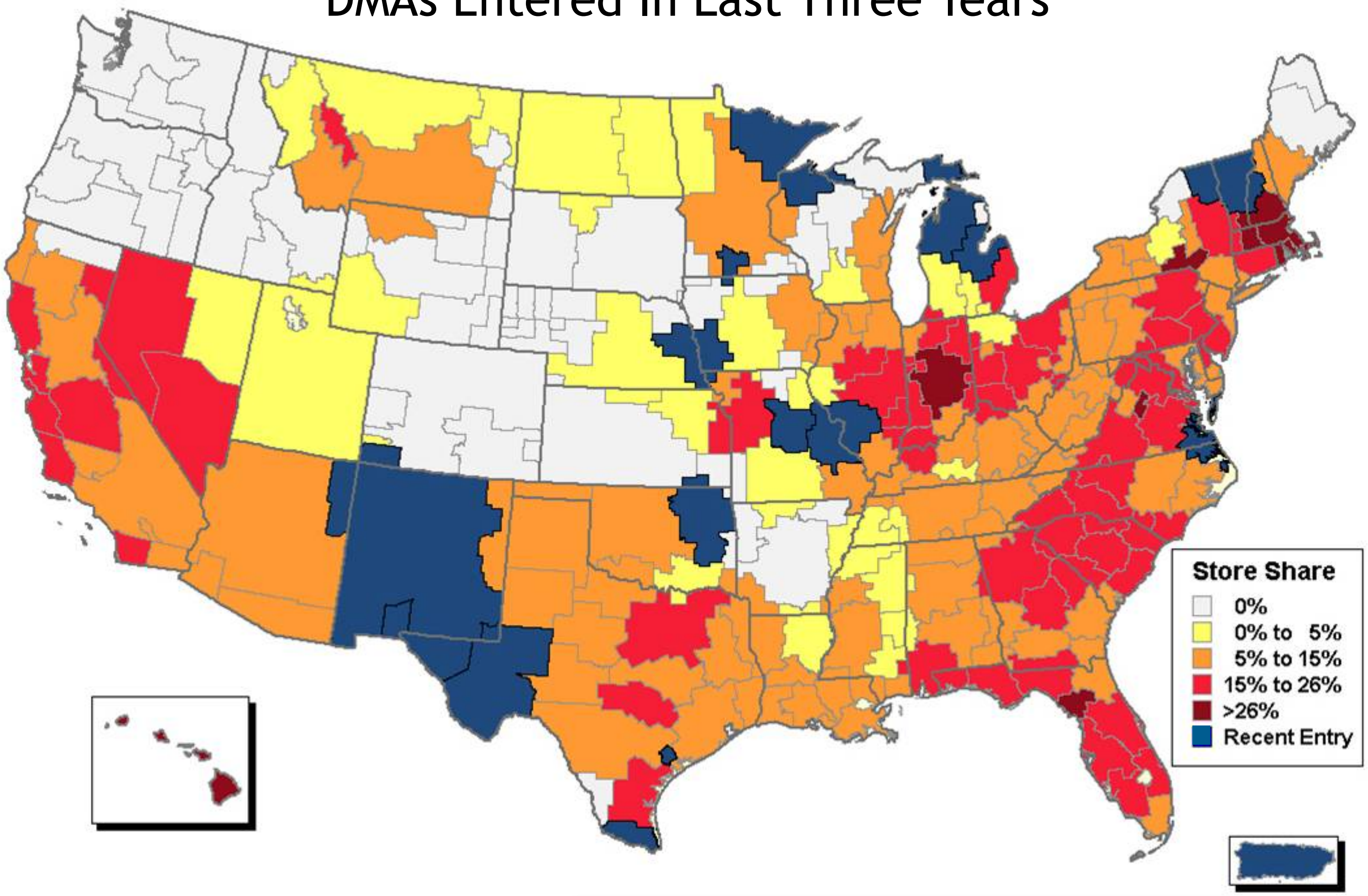
Store Count Market Share By DMA



3

Growing Store Base And Building Growth Culture:
Expanding Footprint

DMAs Entered In Last Three Years



Adding 2% – 3% square footage annually

Growing Store Base And Building Growth Culture: Stores Own Sales

3

Consistent Growth Culture

Sales Growth Mentality

- Organization focus on stores
- Stores accountable for growth

+

Sales Growth Process

- Scorecards
- Best practice tactics
- Standardized coaching
- Recognition program

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Unique Enterprise Initiatives

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Serve customers in new ways

Optimize enterprise assets

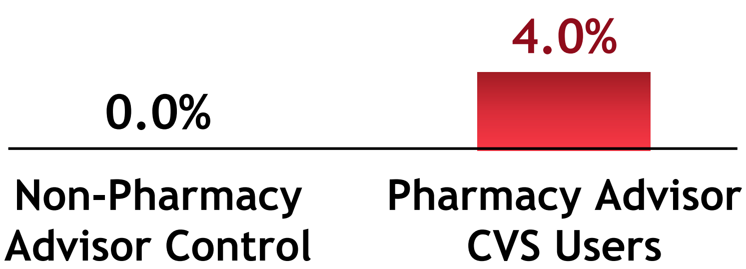
- **Unlock Adherence**
- Transform Primary Care
- Expand Role In Specialty
- Differentiate For Providers
- Partner With Health Plans
- Integrated Digital Offering

Pharmacy Advisor

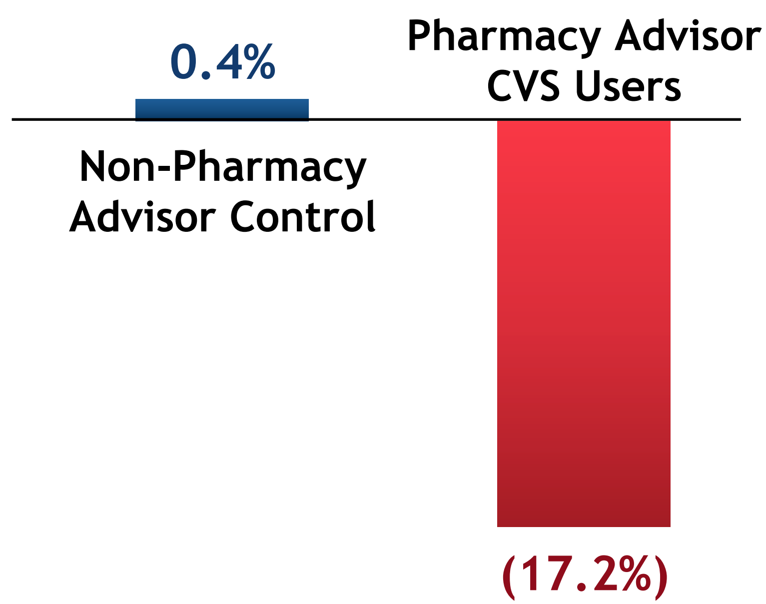
Pharmacy Advisor Delivers Results

CVS CAREMARK

Percent Change In Optimally Adherent Users
(diabetes medications)



Percent Change In Members With Diabetes With Gaps
(no blood pressure lowering medications)



Note: Percent change is calculated as change in users or members relative to the baseline study over a 1 year period.
CVS Caremark Enterprise Analytics

Positive Patient Response To Pharmacy Advisor

Source: 2012 Pharmacy Advisor Study of Members who have experienced a recent Pharmacy Advisor intervention at CVS /pharmacy, August 2012

Pharmacy Advisor: Aggressive Expansion Plans

CVS CAREMARK

Key Areas Of Expansion

Conditions

Extend Pharmacy Advisor to five additional conditions in 2013

Customers

Pharmacy Advisor will be available to our Medicare client population beginning next year

Capabilities

Increase the value and impact of Pharmacy Advisor for members using our retail pharmacies

Unique Enterprise Initiatives

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- Unlock Adherence
- Transform Primary Care
- Expand Role In Specialty
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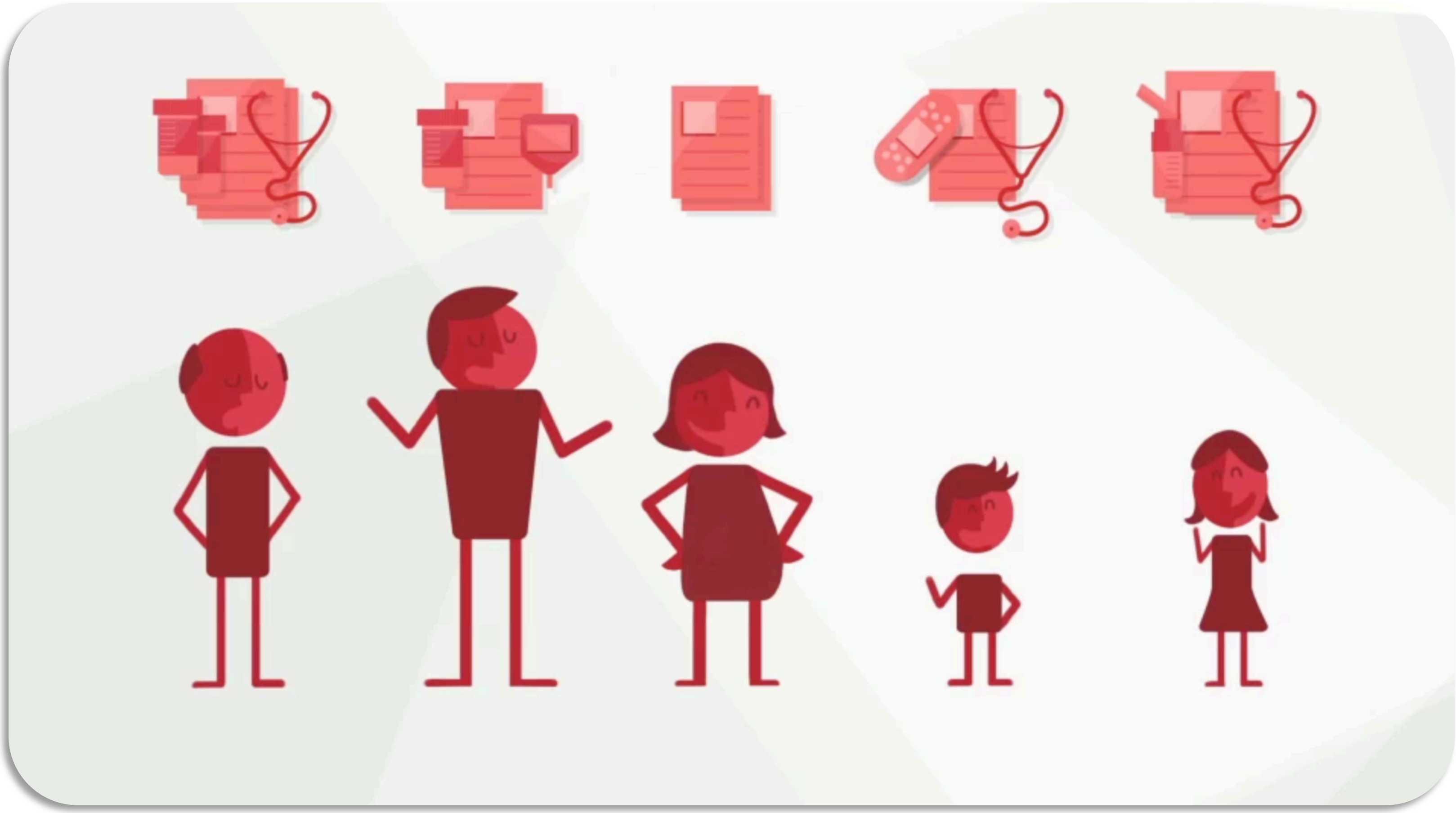
Enterprise Digital

The Digital Growth Opportunity

- More personalized consumer experience
- Savings for customers
- Greater value for our enterprise

Integrated Digital Delivers Value



Only CVS Caremark can deliver a fully integrated pharmacy experience

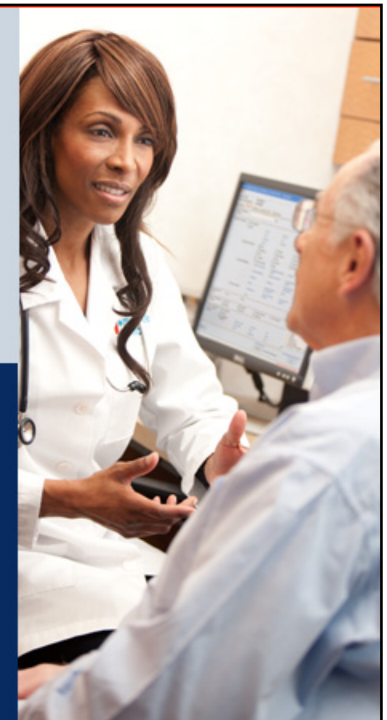
Uniquely Positioned For Growth

- Gaining share and outperforming peers

- Executing a differentiated growth strategy to help customers on their path to better health

- Capitalizing on unmatched capabilities with unique enterprise initiatives

CVS CAREMARK | A Pharmacy Innovation Company



MinuteClinic Growth Strategy

Andy Sussman, MD

Senior Vice President & Associate Chief Medical Officer; President of MinuteClinic

Agenda

Business update

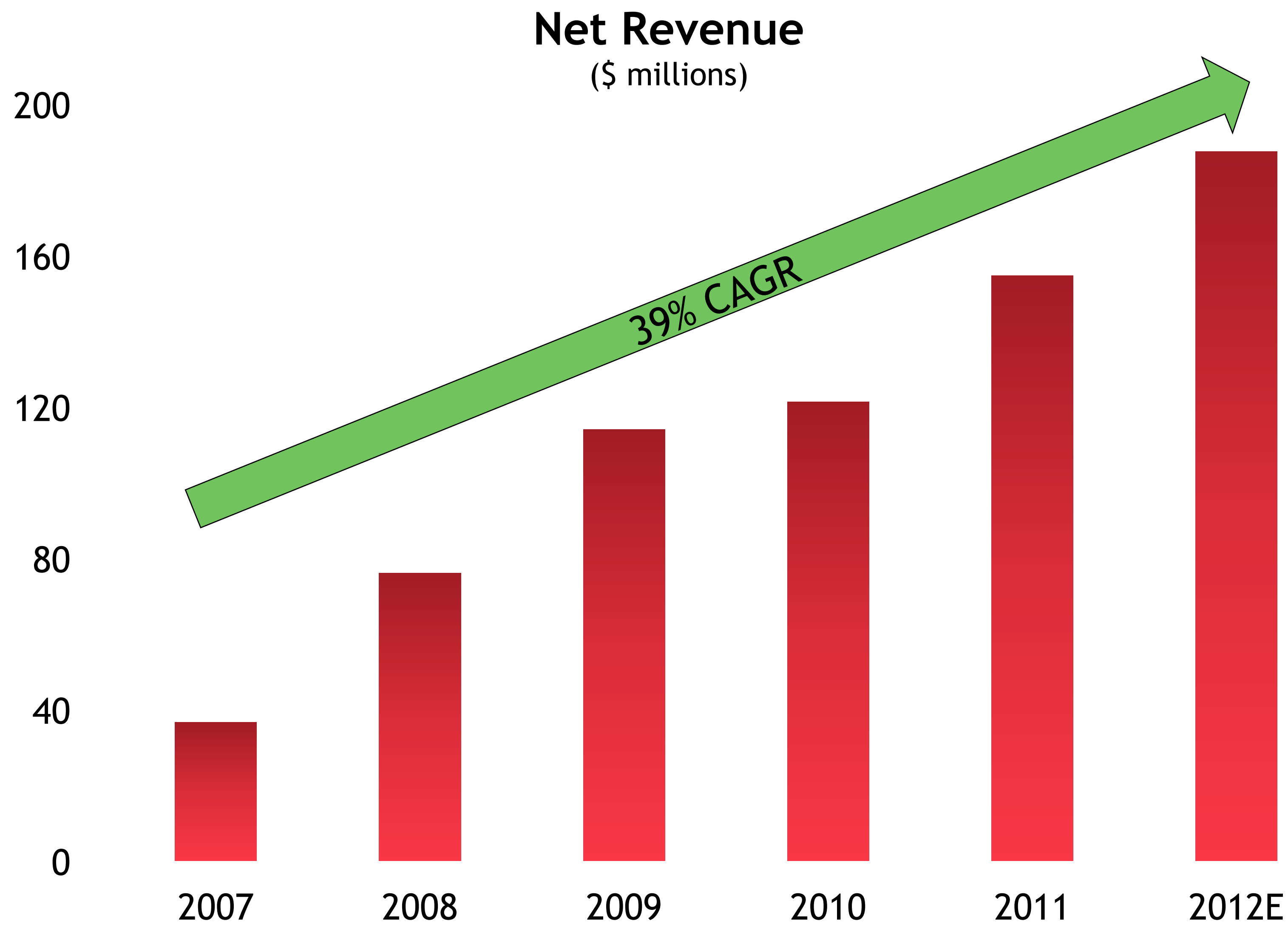
Core growth opportunities

Unique enterprise initiatives

MinuteClinic Today: Largest Retail Clinic

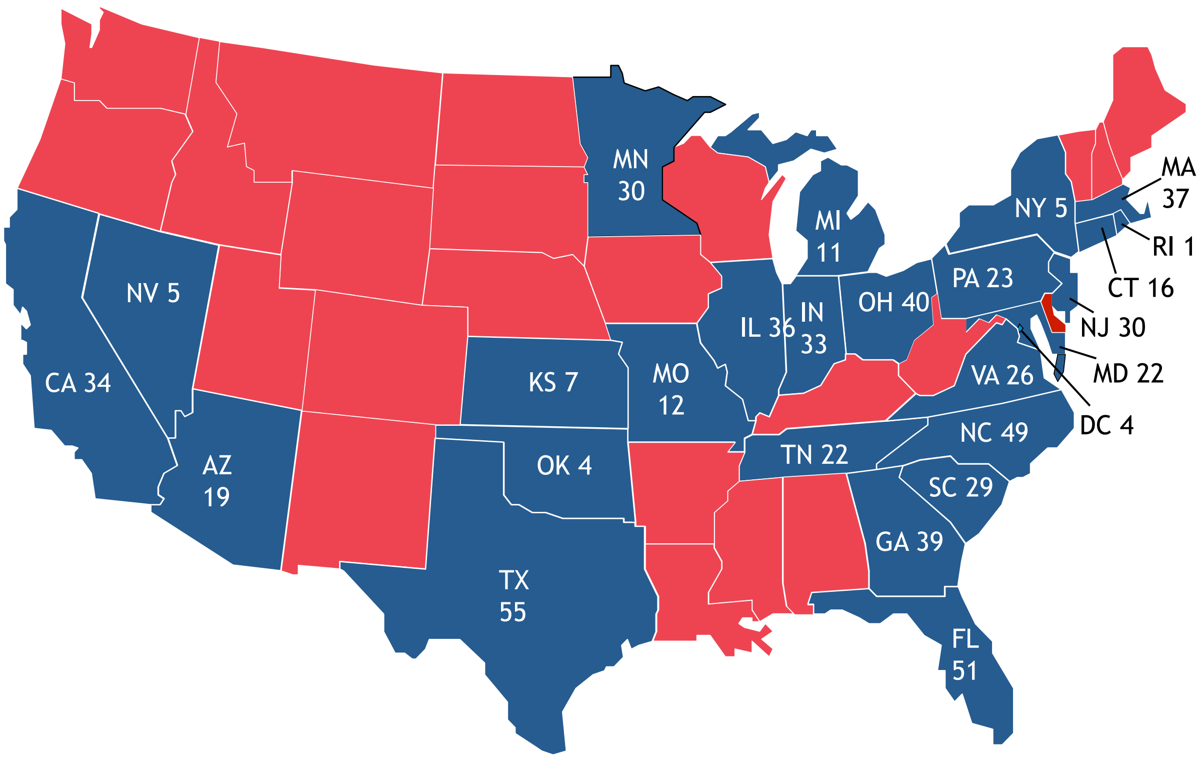
- Cost-effective, accessible, evidence-based
- Walk-in care, 7 days/week, 25 states
- Over 14 million patient visits since inception
- 2,000 nurse practitioners
- 50% of patients without primary care physician

Strong Revenue Growth



Added 200 Clinics In The Last Two Years

CVS CAREMARK



New Markets

Cincinnati, OH

San Antonio, TX

Asheville, NC

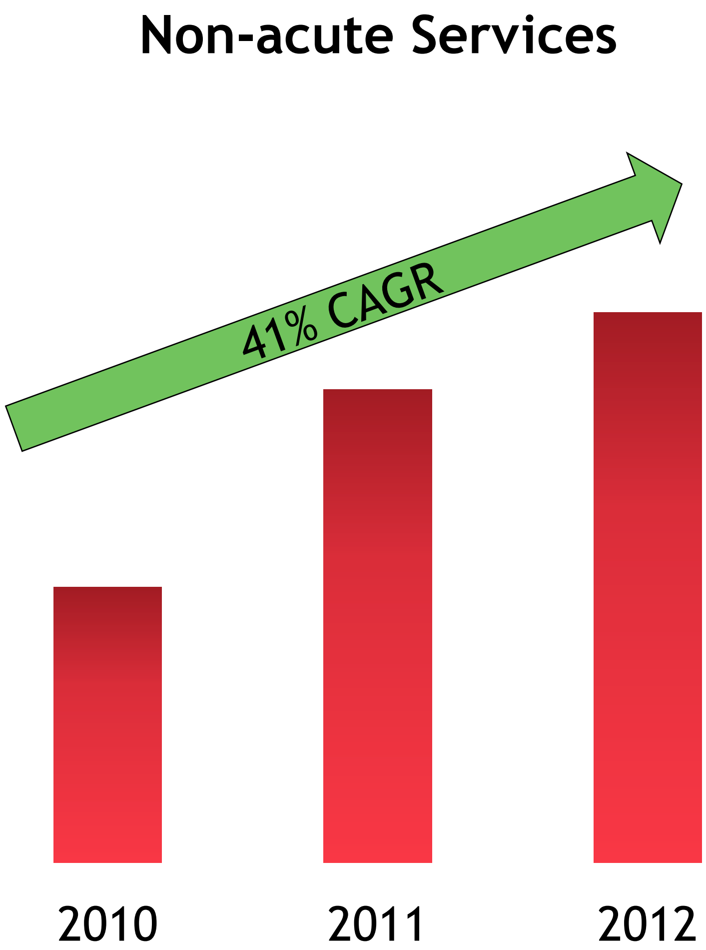
Florida Panhandle

Central Massachusetts

640 clinics in 25 states … 98% open year-round

16% Of Services Are Non-acute: Reducing Seasonality

- Physical exams
- Chronic disease monitoring
- Immunizations (non-influenza)
- Wellness services



Note: Measure of number of non-acute services performed at MinuteClinic, YTD through October.

Growing Brand Recognition

High Quality

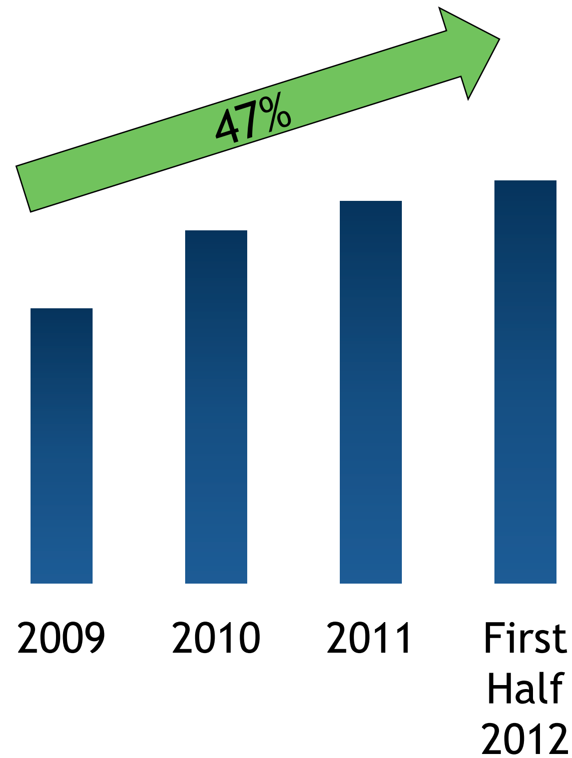
2012 Re-accredited
Joint Commission Gold
Seal Of Approval

Patient Satisfaction

Net Promoter Score®	
USAA	83%
MinuteClinic	81%
Amazon.com	76%
Trader Joe's	73%
Apple	71%
Physician Offices	69%
Urgent Care Sites	67%

Growing Awareness

Total Awareness



Sources: Satmetrix 2012 Net Promoter® Benchmark Study of U.S. Consumers (Net Promoter, Net Promoter Score, and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld); Press Ganey MinuteClinic 3rd Quarter.

Agenda

CVS CAREMARK

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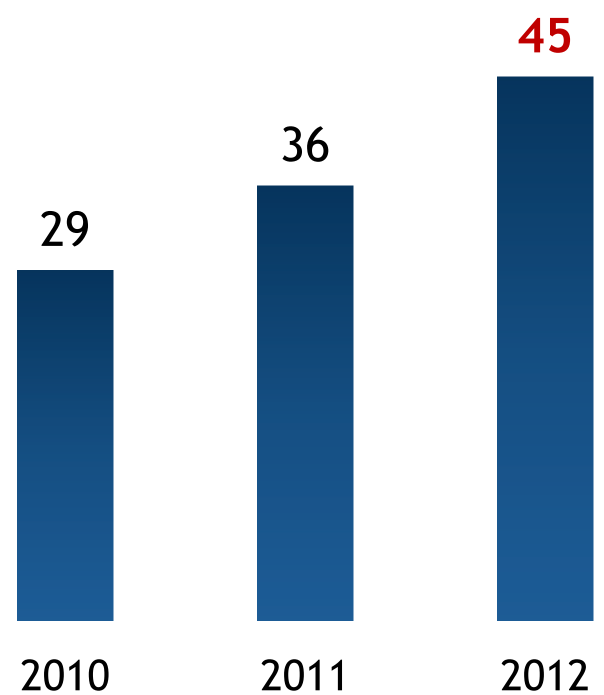
MinuteClinic In "Sweet Spot" Of Health Care Needs

- Primary care shortage worsening
- Epidemic of obesity and chronic disease
- Aging population
  - 10,000 baby boomers turn age 65 daily
- Increase in insured lives
  - Health care reform adds 30 million insured
- Massachusetts: rapid MinuteClinic growth

Appointment Wait In Massachusetts For Family Physician
(days)

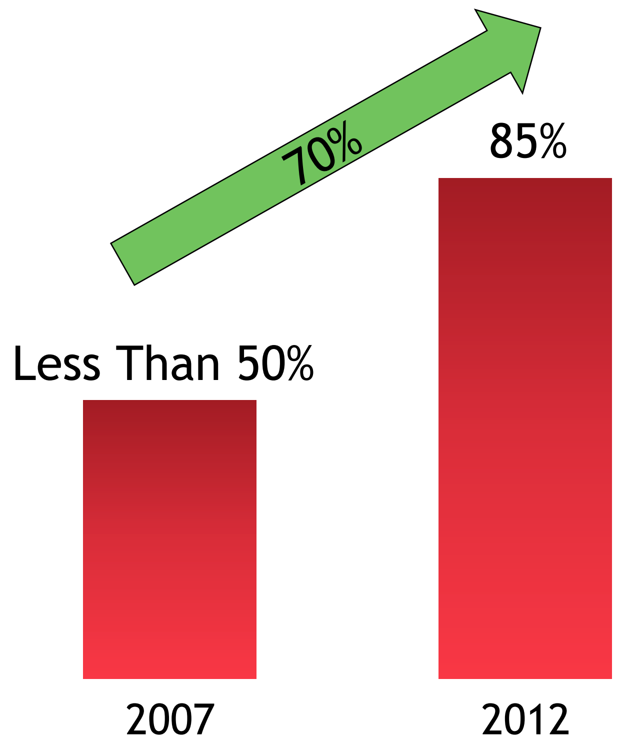


Source: 2012 Massachusetts Medical Society Patient Access to Care Studies, August 2012.

Insurance Coverage Is A Key Growth Driver

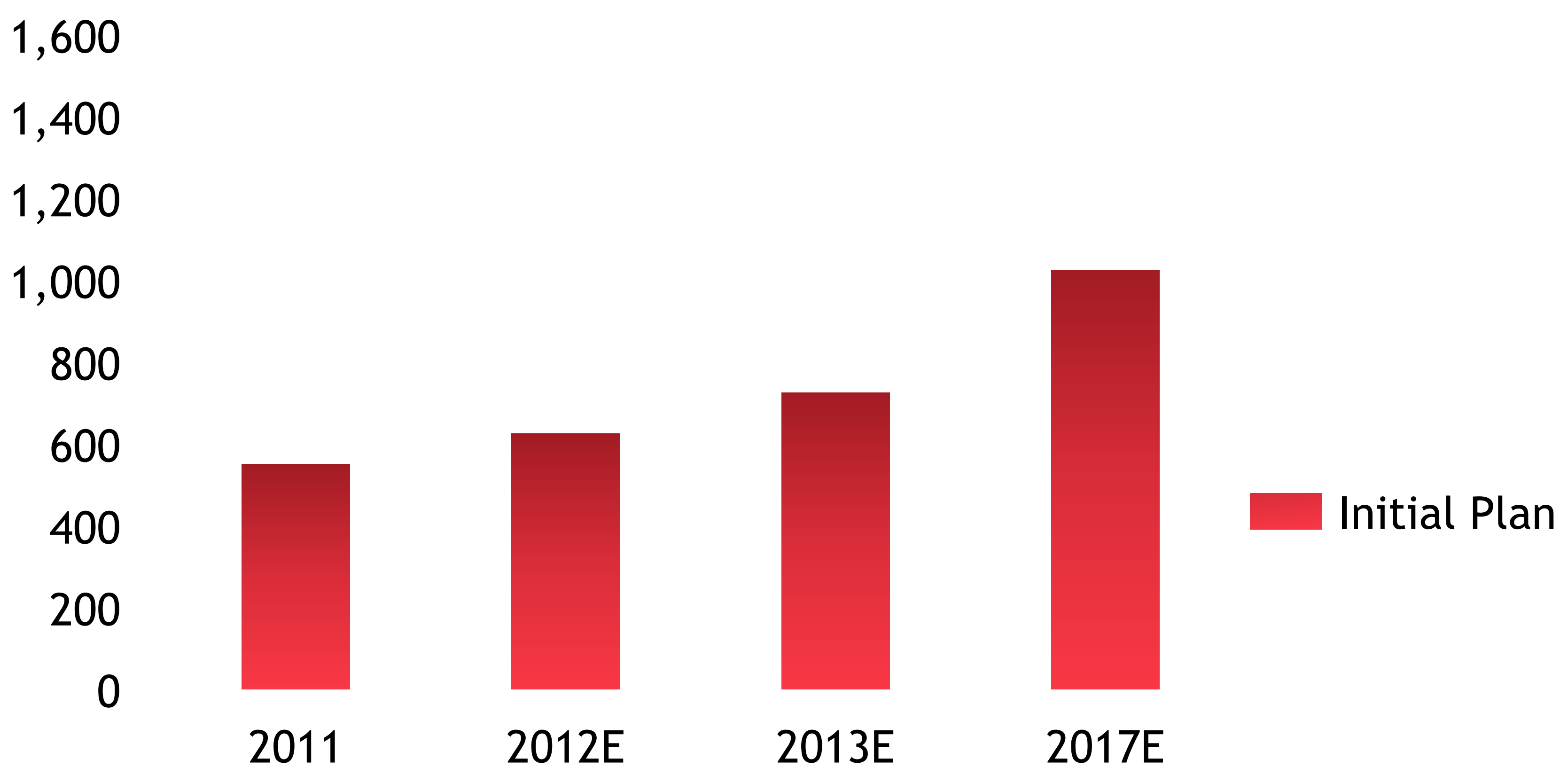
- Added eight million covered lives in 2012
- 250+ commercial and governmental payors
- 85% of patients have insurance coverage
- Low, transparent pricing

Increasing Third-party Coverage
(% of visits paid by insurance)

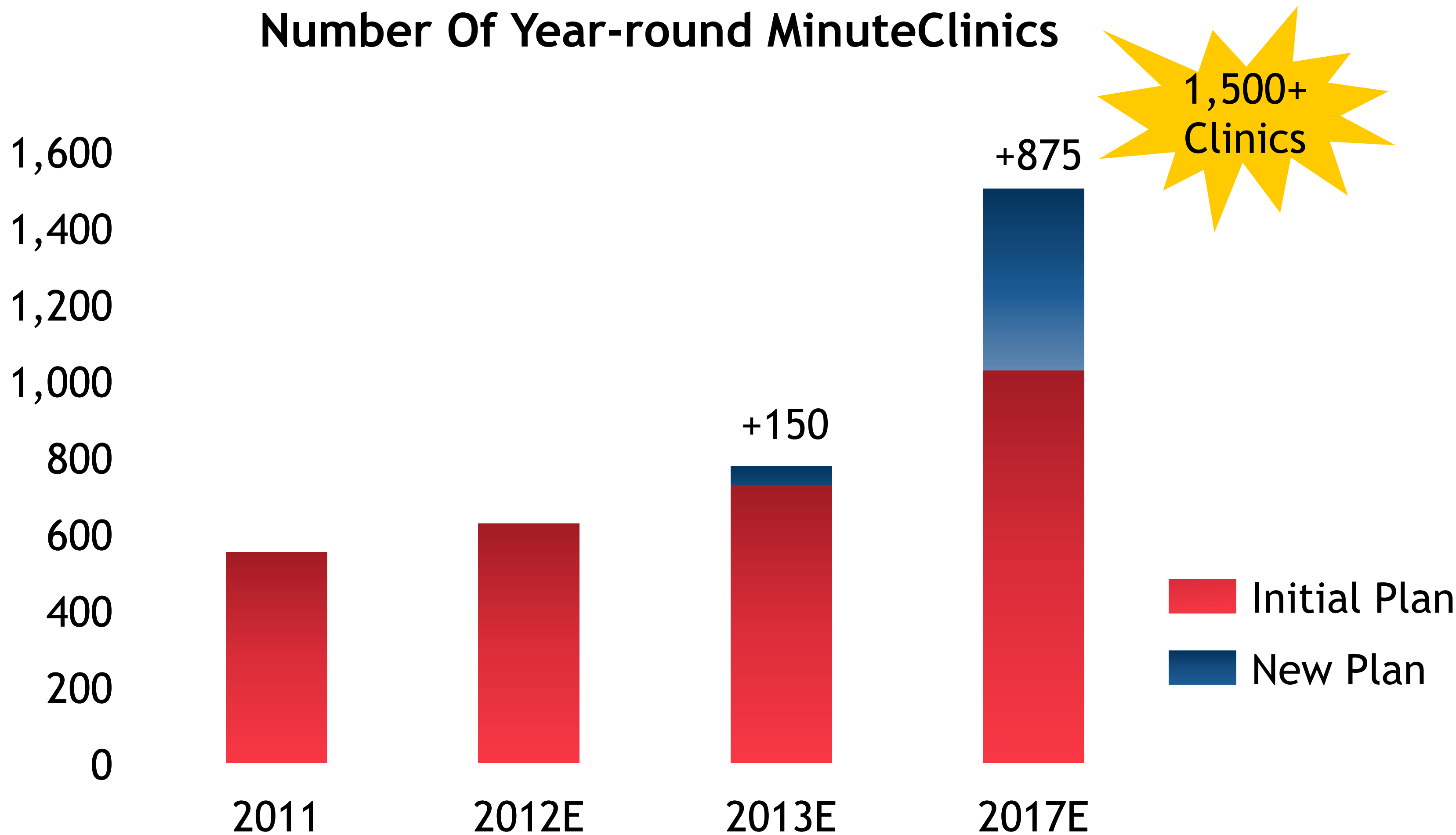


Expanding MinuteClinic Footprint

Number Of Year-round MinuteClinics

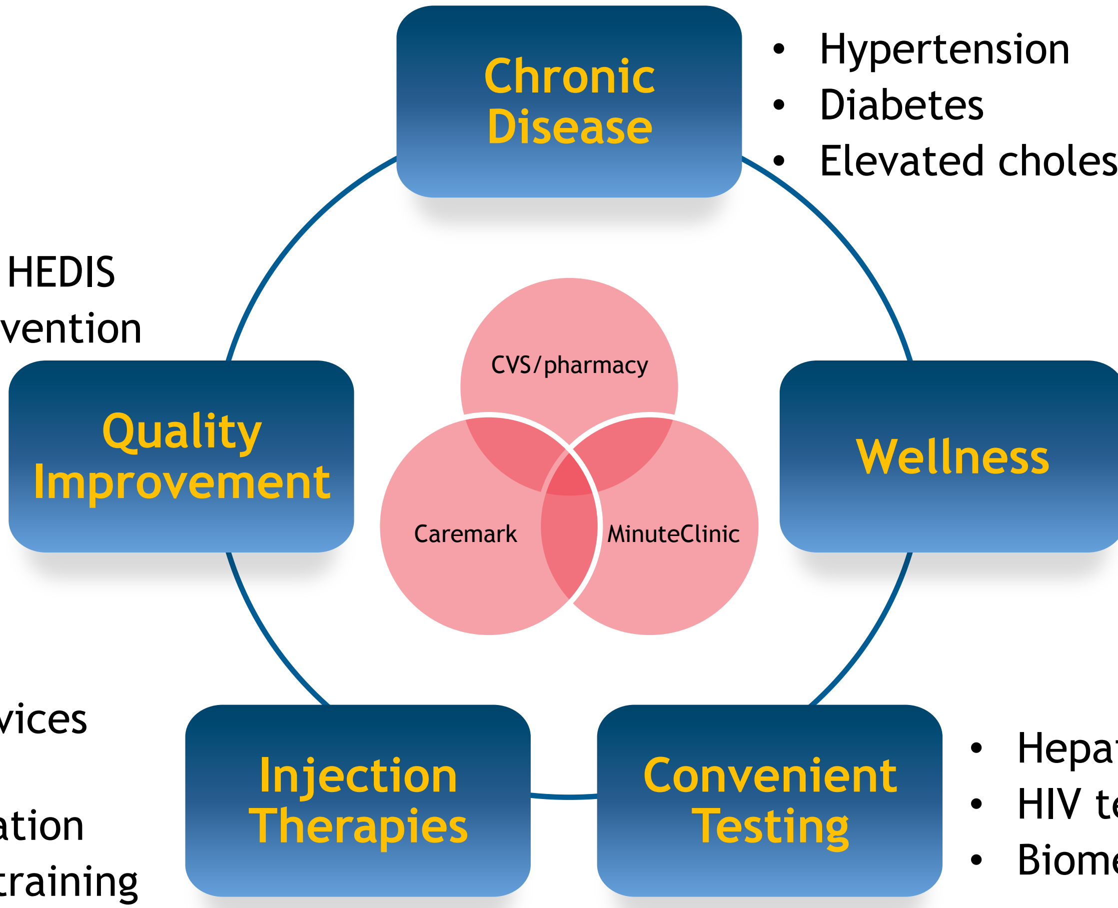


Expanding MinuteClinic Footprint



By 2017, 1,500+ MinuteClinic locations in 35+ states

Expand Scope To Meet Patient, Client And Payor Needs



Chronic Disease
- Hypertension
- Diabetes
- Elevated cholesterol

Quality Improvement
- Star measures / HEDIS
- Readmission prevention
- Risk assessment

Wellness
- Weight loss
- Smoking cessation

Injection Therapies
- Travel services
- Specialty administration
- Injection training

Convenient Testing
- Hepatitis C testing
- HIV testing
- Biometric testing

Note: HEDIS – Healthcare Effectiveness Data and Information Set. Star Ratings are used to help educate consumers on quality of Medicare Advantage Health Plans

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Unique enterprise initiatives

Unique Enterprise Initiatives

CVS CAREMARK

Create greater health care value

Serve customers in new ways

Optimize enterprise assets

- Unlock Adherence
- Transform Primary Care
- Expand Role In Specialty
- Differentiate For Providers
- Partner With Health Plans
- Integrated Digital Offering

Expand Collaboration With PBM Clients

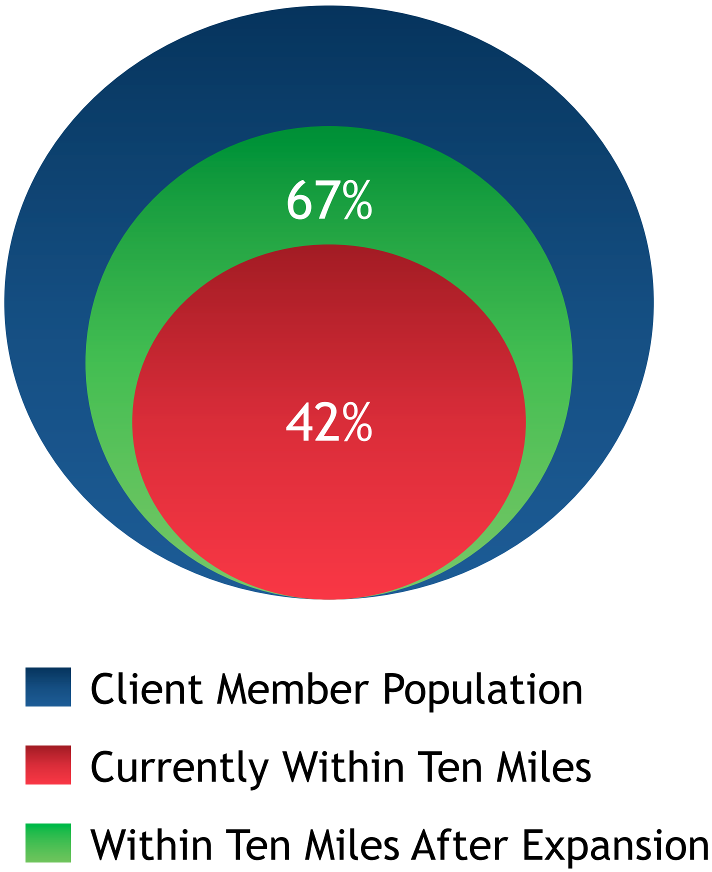
Expand Collaboration With CVS Caremark Clients

Multiple Pilots In Progress ...

- Reduced co-pay pilot live in 2012
- Clients make benefit structure change to lower or eliminate co-pay
- Biometric screening, wellness, preventive care pilots and onsite clinics
- 42% of CVS Caremark's top 100 client members live within ten miles of MinuteClinic locations

... Members Access Grows With Expansion

CVS Caremark Top 100 Client Members Proximity To MinuteClinic



Unique Enterprise Initiatives

- Create greater health care value
- Serve customers in new ways
- Optimize enterprise assets

Unlock Adherence

Transform Primary Care

Expand Role In Specialty

Differentiate For Providers

Partner With Health Plans

Integrated Digital Offering

Grow Health System Affiliations

Health System Affiliations Transform MinuteClinic's Role

CVS CAREMARK

- Physician medical director collaboration with providers
- Electronic medical records (EMR) integration and exchange of clinical data
- Joint clinical programs
- Participate in ACO and care system development

Advocate Health Care
Carolinas HealthCare System
Cleveland Clinic
Emory Healthcare
Dignity Health
Allina Hospitals & Clinics
Indiana University Health
INOVA – Join the future of health.
OhioHealth
St. Vincent's Healthcare
Henry Ford Health System
St. Rose Dominican Hospitals – A Dignity Health Member
Cleveland Clinic Florida
UMassMemorial Health Care

UCLA Health System
Atlantic Health System
Hackensack University Health Network
Florida Hospital Healthcare System
TriStar Health
OU Physicians
Virtua
UT Medicine – Health Science Center San Antonio

Formed eight new affiliations in 2012

Unique Enterprise Initiatives

CVS CAREMARK

- Create greater health care value
- Serve customers in new ways
- Optimize enterprise assets

Unlock Adherence

Transform Primary Care

Expand Role In Specialty

Differentiate For Providers

Partner With Health Plans

Integrated Digital Offering

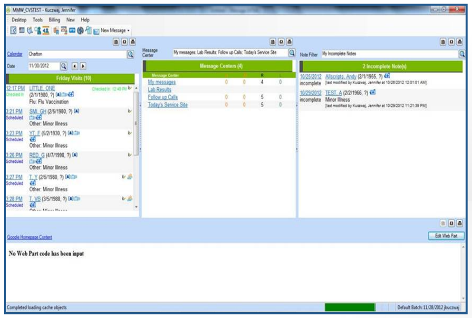
Increase Connectivity

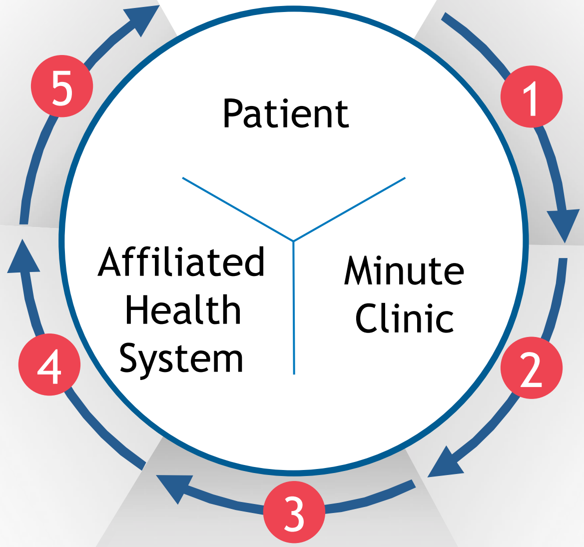
Increased Connectivity Improves Patient Care

CVS CAREMARK

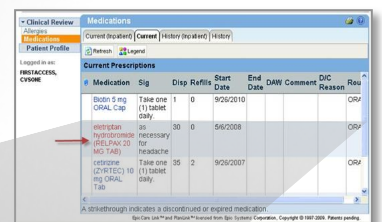
Patient Presents At MinuteClinic

Electronic Clinical Information Exchange





Nurse Practitioner Accesses MinuteClinic EMR



Nurse Practitioner Treats Patient

MinuteClinic EMR Link To Health System

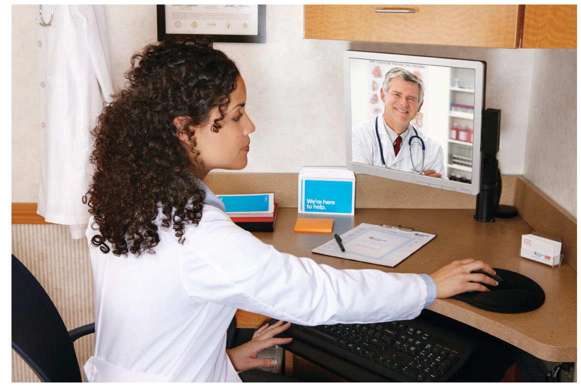
Health System Patient Notes:

- Allergic to Penicillin
- Current medications
- Hypertension: needs BP check

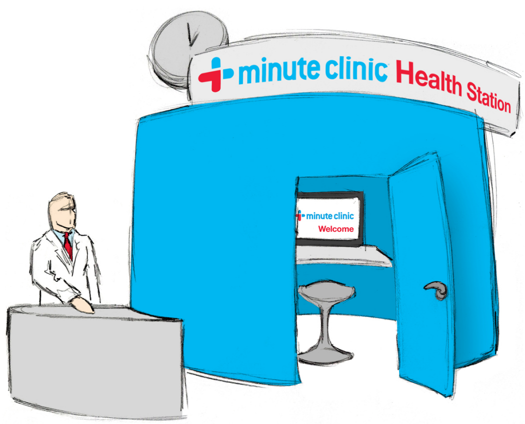
Telemedicine: Innovative Access Expansion

CVS CAREMARK

Improves access to providers



Enables physician consultation



Health stations at pharmacy and client worksite

Home and mobile visit

MinuteClinic: Important Role In New Era Of Health Care

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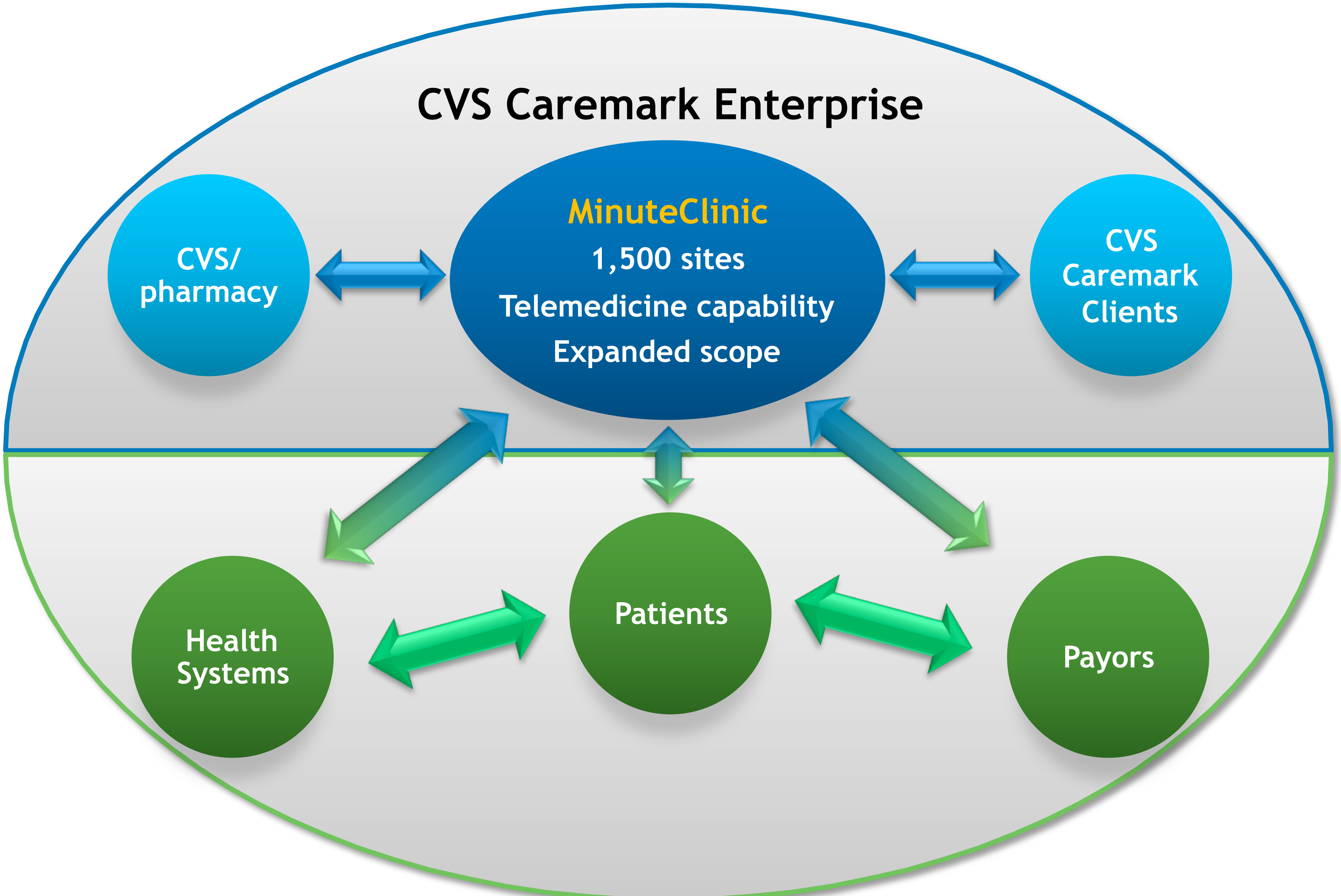
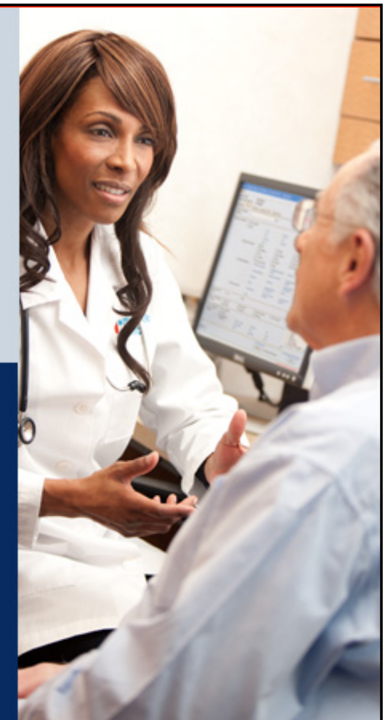


Connected Health Care System

Uniquely Positioned For Growth

- Executed and delivered financial plan in 2012
- Extended market leadership
- Plan for rapid clinic growth to 1,500+ clinics in 2017
- Well positioned to benefit from health care trends
- Developing enterprise initiatives in new era of health care

CVS CAREMARK | A Pharmacy Innovation Company



Thriving In A Rapidly-evolving Health Care System

Troy Brennan, MD, MPH

Executive Vice President & Chief Medical Officer

CVS Caremark Is Prepared For Rapid Change

Major Challenge

Newly-covered lives
More chronic disease,
fewer dollars to spend

Providers become critical players
Delivery models evolve to
manage risk for the costs of illness

Transition to tech-driven delivery
Demands for innovation
in pharmacy care

Our Answer

Create greater health care value
Increase convenience and
quality of care

Serve customers in new ways
Identify and target opportunities to
better serve fastest-growing
customer segments

Optimize enterprise assets
Deliver innovative solutions that
leverage unmatched breadth of
capabilities

Agenda

CVS CAREMARK

Create greater health care value

Serve customers in new ways

Optimize enterprise assets

Medications Are Becoming More Cost Effective

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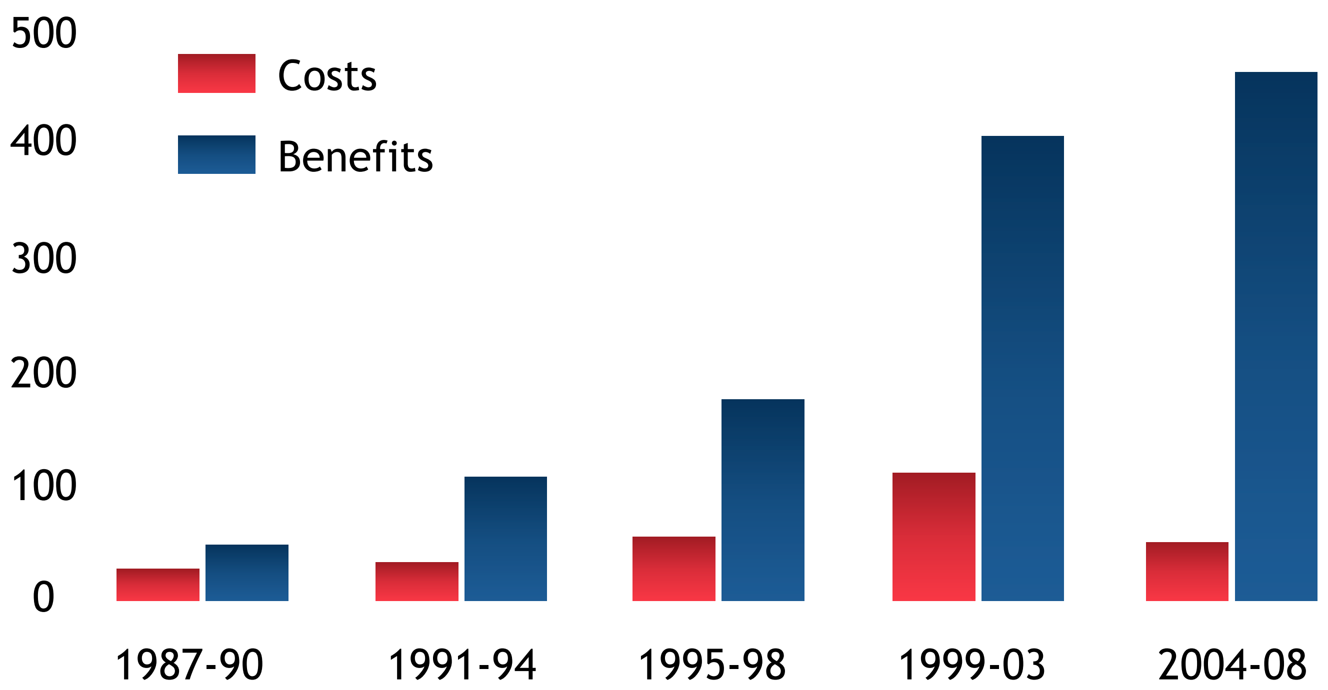
Benefits And Costs Of Statin Use
($ billions)



One trillion dollars in social value over 20 years

Note: As published in Health Affairs, October 2012.

Effective Pharmacy Care Results In Overall Savings

CVS CAREMARK

Pharmacy Care Economic Model

Calculates the savings associated with providing good pharmacy care

22% Reduction

Medicare Example, 100k Lives
(millions)

Total cost of care	$1,110
Moving to generics	($36)
Closing gaps-in-care	($11)
Improving adherence	($198)
Cost of care after savings	$865

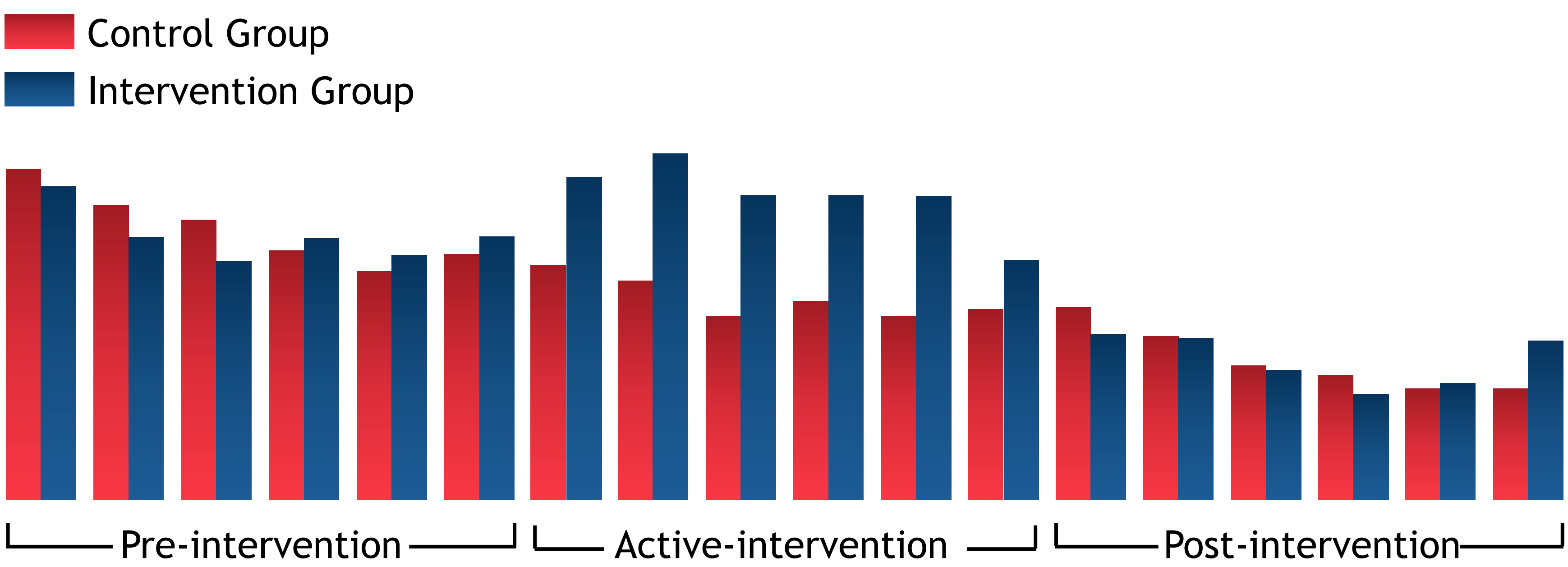
$245 million in savings

Positive return on investment from pharmacy care

Pharmacist Counseling Makes A Difference

Pharmacy Advisor: Face-to-face Adherence Counseling

(oral anti-diabetic, days supply per month)



Ongoing targeted support is critical

Note: As published in Health Affairs, October 2012.

What's The Next Generation Of Pharmacy Care?

In a year, a typical patient spends
three to four hours with her physician

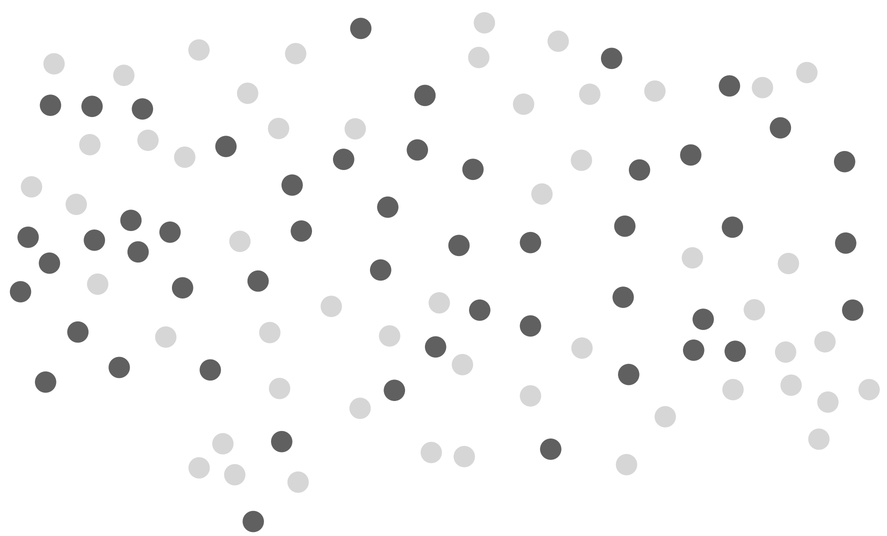
How do we support her adherence
the other **5,000 hours?**

- Retail pharmacist counseling
- Smart pill boxes
- Smart plan financial incentives
- Adherence "buddies"
- Smart phone reminder
- Social media participation

Note: As published in New England Journal of Medicine.

Predictive Analytics Helps Us Know Who To Contact, How To Intervene

½ Of Patients Are Likely To Be Adherent

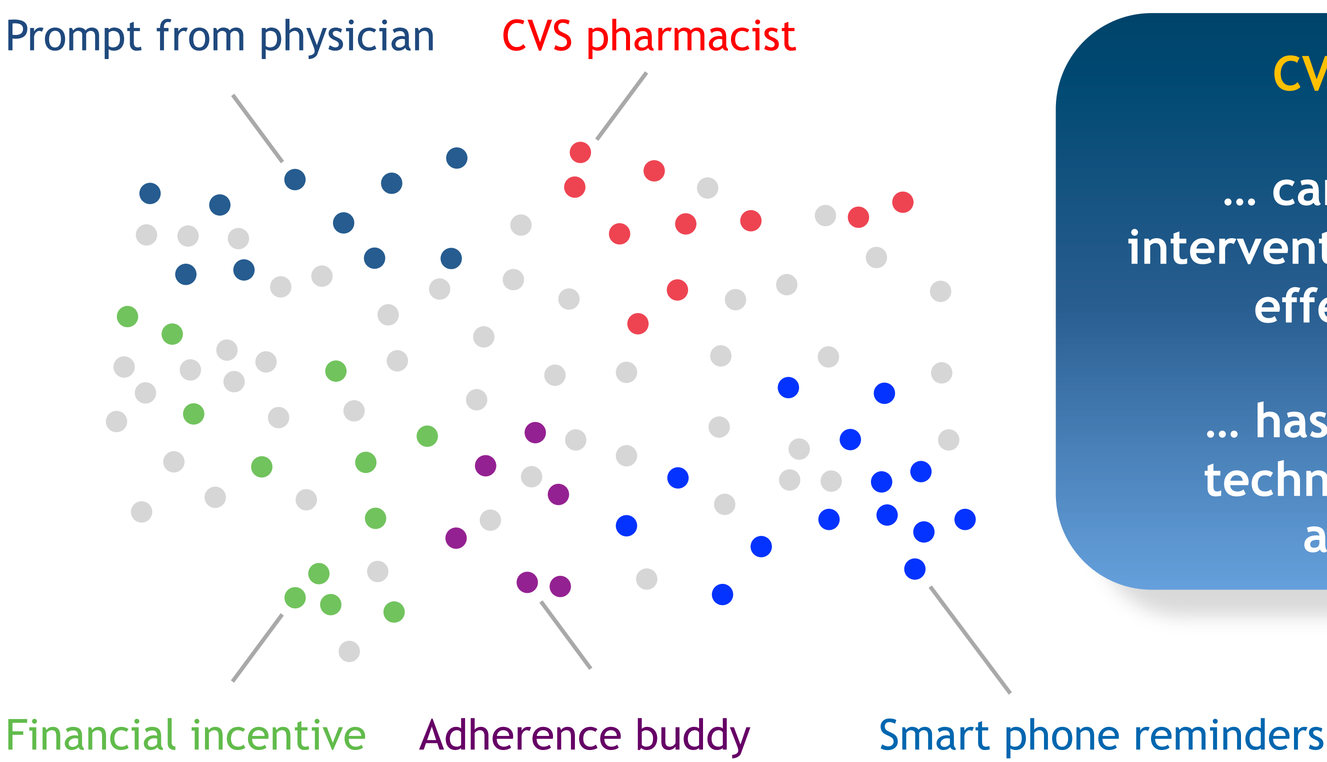


Predictive Analytics Helps Us Know Who To Contact, How To Intervene

CVS CAREMARK

½ Of Patients Are Likely To Be Adherent

½ Need Adherence Support



CVS Caremark …

… can identify which interventions are likely to be effective for each

… has the systems and technology to execute appropriately

Research Guides Development Of Programs That Drive Health Care Value


The Implications of Therapeutic Complexity

MEDICATION ADHERENCE & SPENDING

By M. Christopher Roebuck, Joshua N. Liberman, Marin Gemmill-Toyama, and Troyen A. Brennan

Medication Adherence Leads To Lower Health Care Use And Costs Despite Increased Drug Spending

Is Far More Cost-Ef...
Thought, And May ...

- Collaborations with strongest research teams in pharmaco-epidemiology and behavioral economics
- Identifying most effective interventions with members and physicians
- Published 30+ papers in the last two years

Advancing the science, leading the industry

Agenda

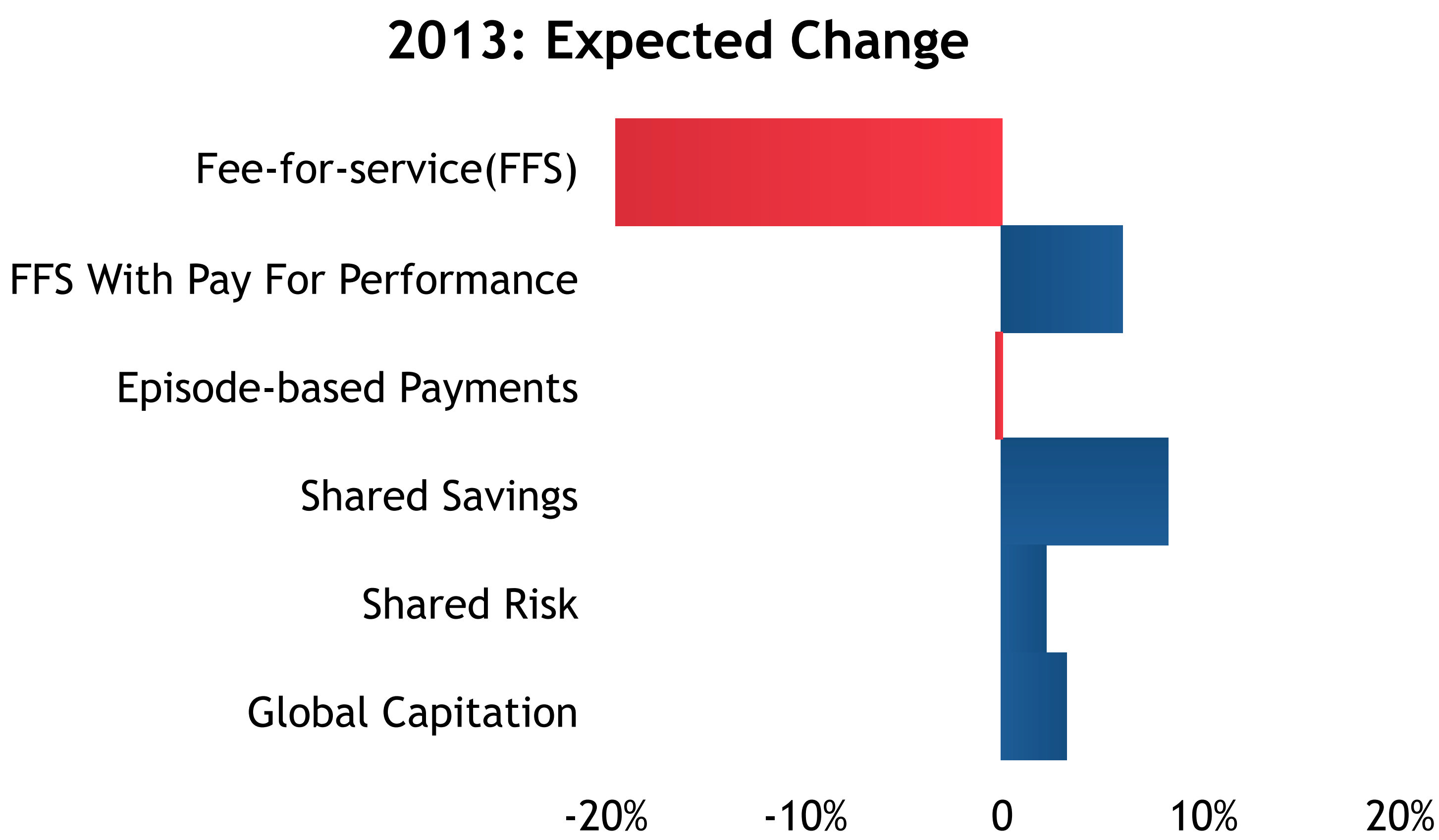
Create greater health care value

Serve customers in new ways

Optimize enterprise assets

Physician Groups Expect Significant Change In Payment Structure

CVS CAREMARK



Massachusetts is moving rapidly to global capitation

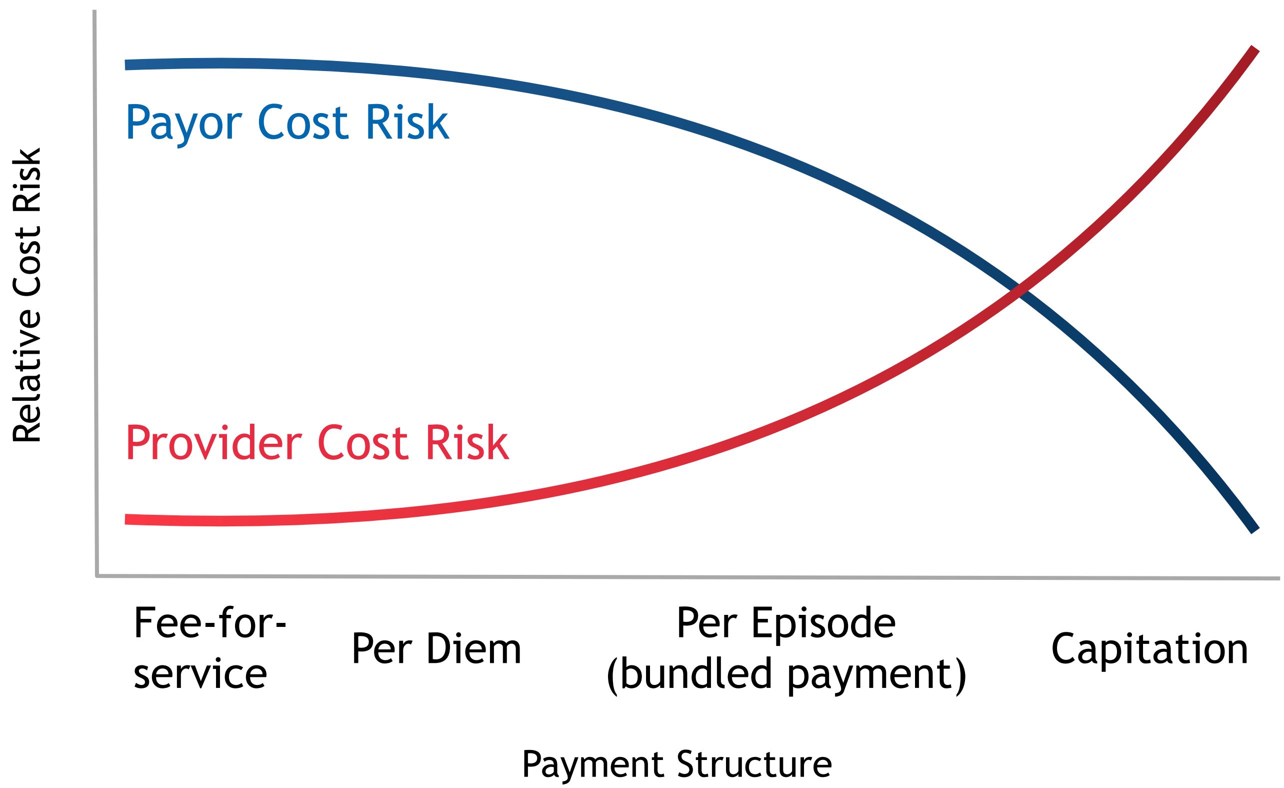
Note: As published in Health Affairs.

New Payment Models Shift Cost Risk

CVS CAREMARK

Financial Risk Of Care For Provider And Payor

(by payment method)



At-risk providers will value pharmacy interventions that improve quality and lower costs

Note: As published in Health Affairs.

How The At-risk Physician Sees Pharmacy Economics

CVS CAREMARK

Pharmacy Care Economic Model

Calculates the savings associated with providing good pharmacy care

22% Reduction

Medicare Example, 100k Lives
(per member per month)

Global capitation payment	$925.00
Moving to generics	($30.00)
Closing gaps-in-care	($9.20)
Improving adherence	($165.00)
Payment after savings	$720.80

$204.20 in savings

No other interventions have as much potential to manage costs

New Health Care Delivery Systems Shift Risk To Providers

Government and private payers are developing new health care delivery systems …

Patient Centered Medical Home (PCMH)

- Typically organized by large insurer
- Primary care doctors are organized into “homes,” where care team manages patients
- Medical homes at risk based on quality and cost-based measures

Accountable Care Organization (ACO)

- Typically hospital/physician integrated system
- Takes capitated risk for a specific population of patients
- Patients tied to ACO through primary care doctor selection

Providers And Plans Are Building New Models Rapidly

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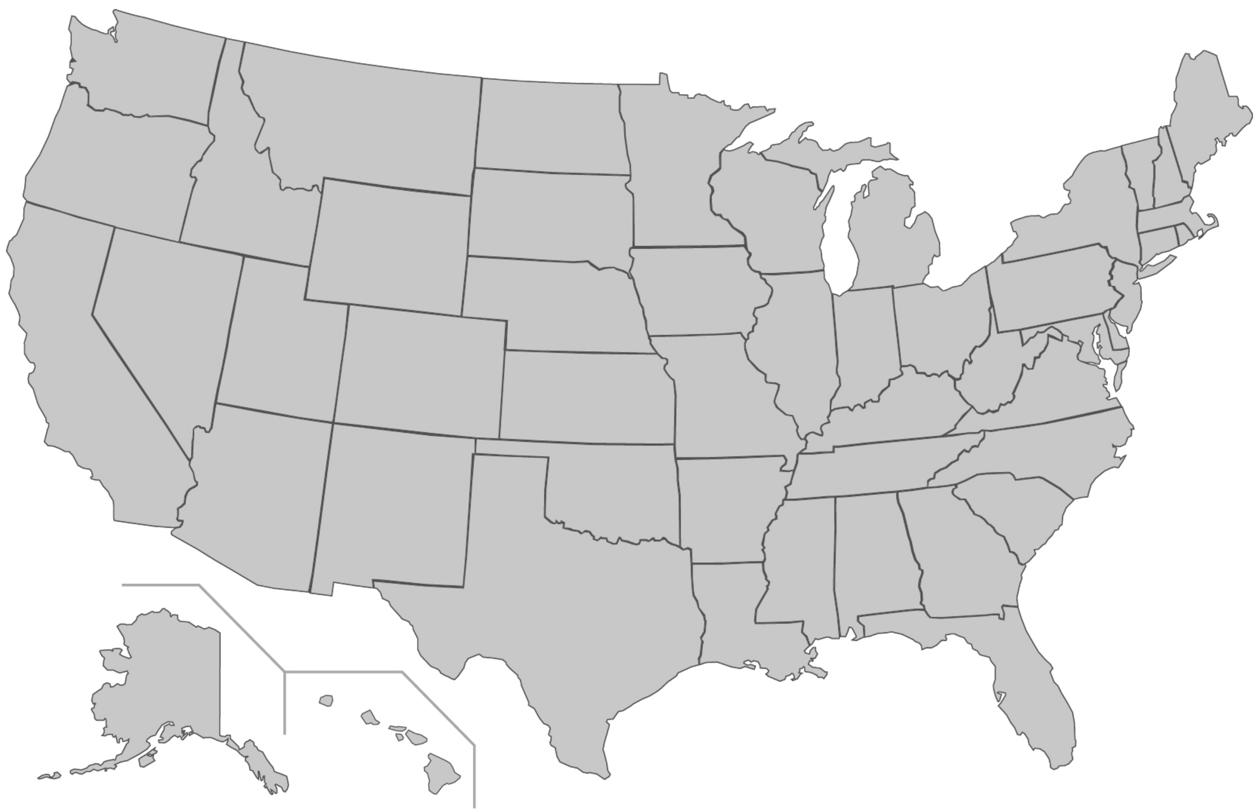
In 2008, no ACOs and few medical homes existed

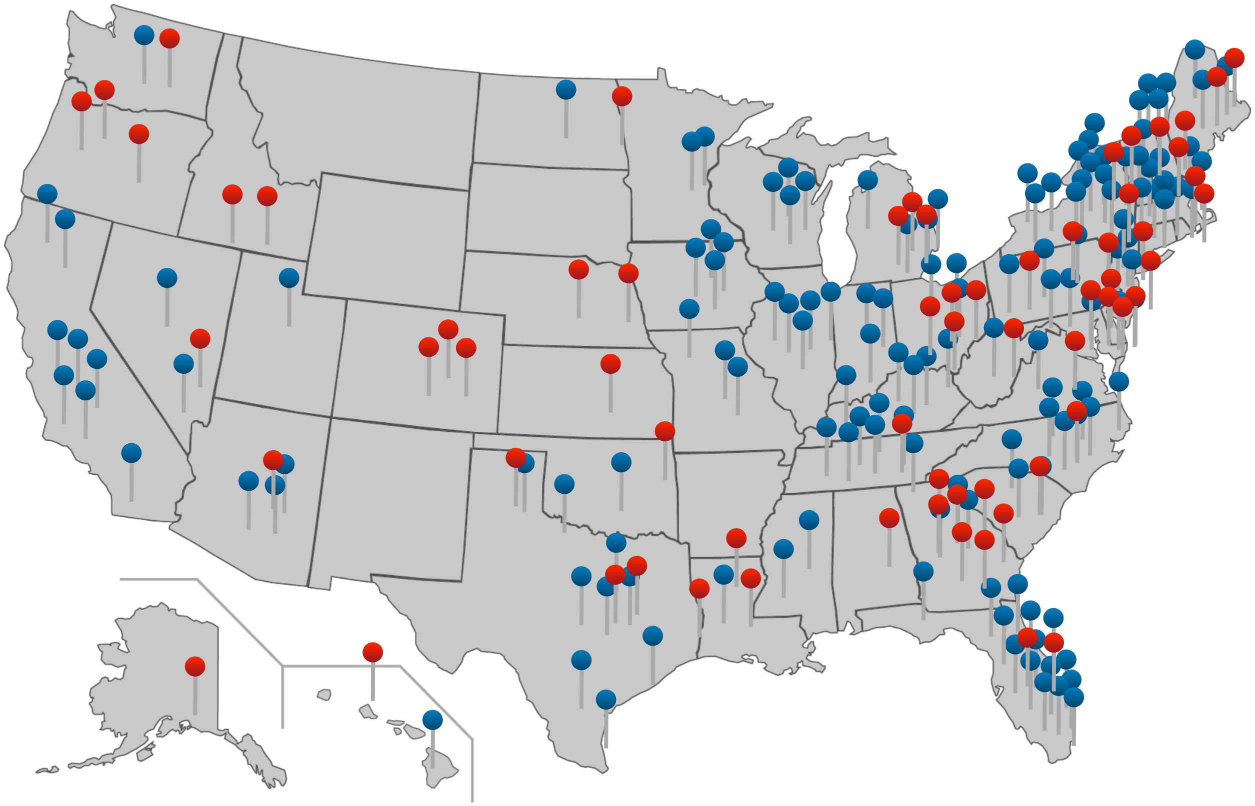


Note: Croshaw 2011.

Providers And Plans Are Building New Models Rapidly

CVS CAREMARK

In 2012, there is significant presence



PCMHs covering 24 million lives

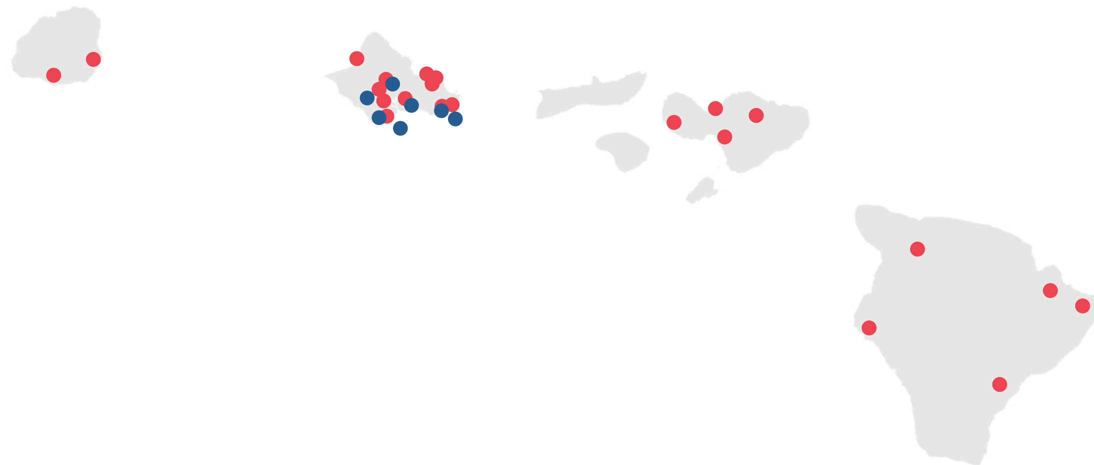
ACOs covering 25 million lives

Note: Croshaw 2011.

New Collaboration With Medical Home In Hawaii

HMSA (BCBS of Hawaii) has developed an advanced medical home program

We've redesigned our programs to support it!



HMSA
Blue Cross Blue Shield of Hawai'i

CVS CAREMARK — Adherence messaging delivered to medical home health information exchange

Longs Drugs — Delivering interventions on wellness and pharmacy care

minute clinic — Seven new clinics will support medical homes and provide health services

All integrated with the HMSA health information network

Agenda

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Complexity Of Care Challenging For Patients And Providers

Elderly patients with
co-morbidities average
19 medications daily

Less than 50%
of elderly patients are
up to date on preventive
clinical services

Every year the average
elderly patient sees
7 doctors, 4 practices

Maria is 68 years old
She is being treated for ...

Diabetes

Hyperlipidemia

Rheumatoid Arthritis

Maria faces many challenges in managing her medications ...

Remembering to refill

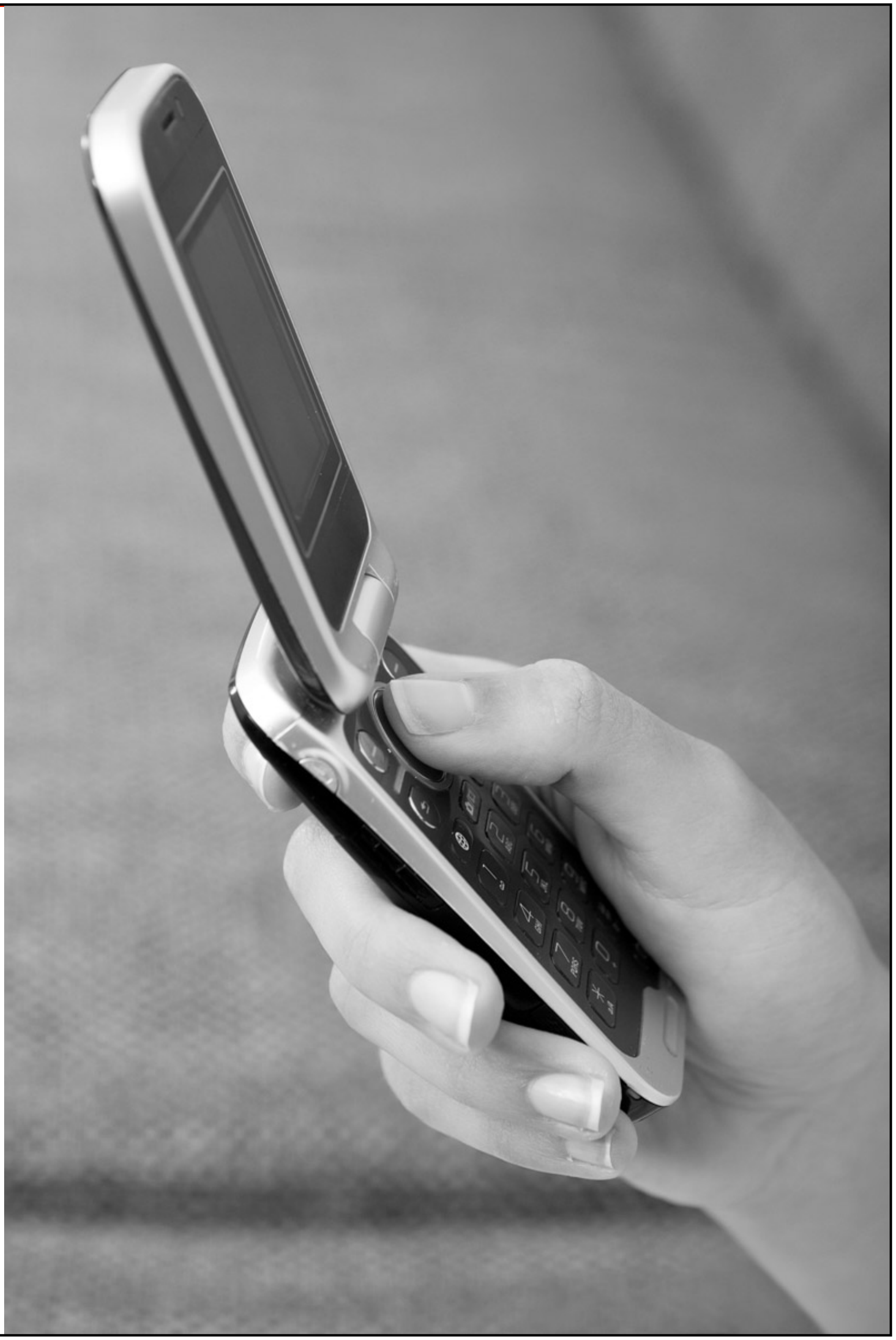
Unsure about changes in her therapy

Misses recommended tests and monitoring

Uses multiple pharmacies

Remembering to update all providers about therapy changes

We text Maria when she's due for a refill ...



CVS CAREMARK

Maria chooses to go to her local CVS/pharmacy to pick up her prescription ...

Same co-pay as mail service pharmacy

CVS CAREMARK

The pharmacist receives several alerts about Maria ...

Adherence

Referral for Enbrel counseling

Cholesterol test

CVS CAREMARK

Maria goes from the pharmacy counter to MinuteClinic ...

Results of cholesterol test ready in 20 minutes

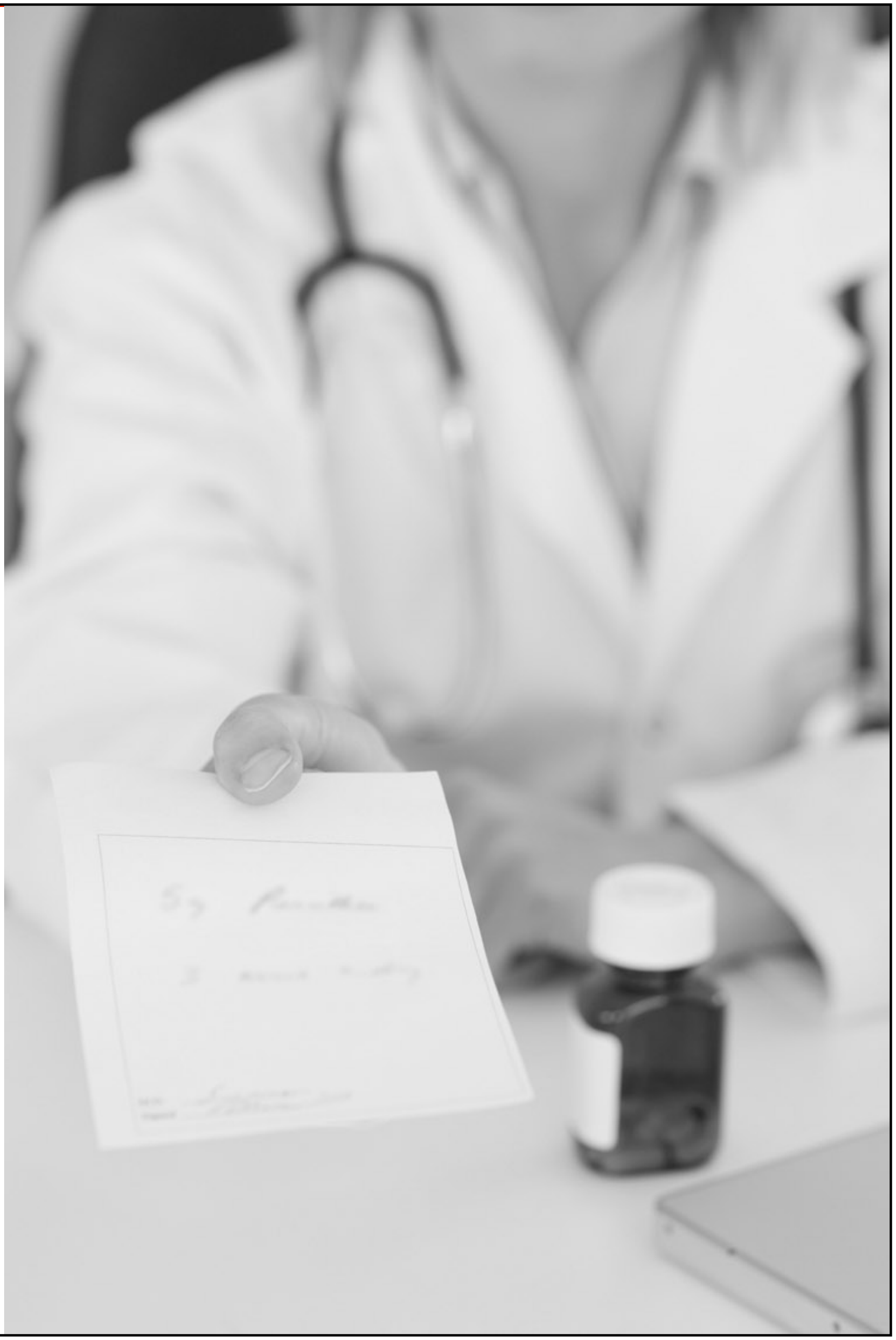
Nurse practitioner counsels on diet and self care

CVS CAREMARK

Maria's test shows that her levels are elevated ...

Nurse writes a prescription — higher-dose statin

Maria picks it up 15 minutes later



CVS Caremark documents all interactions on the electronic medical record kept by Maria's primary physician ...

Prescriptions Maria received

Test results from MinuteClinic

Pharmacist counseling

Maria's physician views CVS Caremark as a care partner

How CVS Caremark Helps

Maria's Challenges	Our Solutions
• Remembering to refill	• Electronic refill reminders
• Unsure about changes in her therapy	• Expert pharmacist counseling
• Misses recommended tests and monitoring	• Connected retail clinics for testing and treatment
• Uses multiple pharmacies	• Integrated PBM/retail pharmacy support, including Specialty
• Remembering to update all providers about therapy changes	• Seamless integration with at-risk providers

Helping keep Maria on affordable medications

Unique Enterprise Initiatives

CVS CAREMARK

- Create greater health care value
- Serve customers in new ways
- Optimize enterprise assets

Unlock Adherence

Transform Primary Care

Expand Role In Specialty

Differentiate For Providers

Partner With Health Plans

Integrated Digital Offering

Re-admission Prevention

CVS Caremark Can Also Help Reduce Risk Of Re-admission

In the hospital, the average patient is seen by
27 different care providers

Fewer than half
follow up with their primary care provider after discharge

1 out of 5
are re-admitted within 30 days at an average cost of $20,000

Half of Re-admits
are due to drug related problems

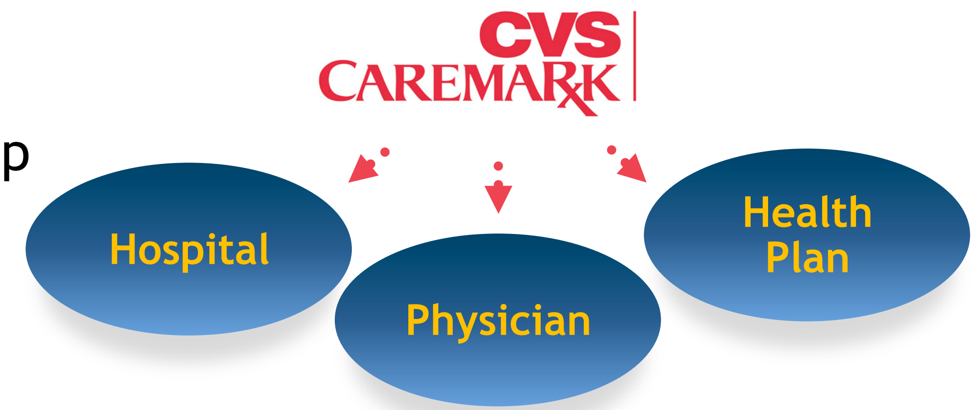
New risk models create incentives to avoid re-admissions

CVS Caremark Assets Arrayed To Prevent Re-admissions

Re-admission risk evaluated before discharge; appropriate medications ensured

Highest Risk	Medium Risk	Lowest Risk
In-home pharmacist evaluation	MinuteClinic evaluation	Retail pharmacists follow-up

Documentation on follow-up sent electronically



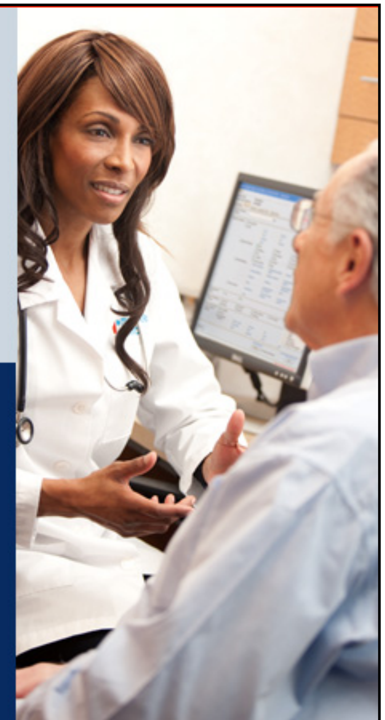
Uniquely Positioned For Growth

CVS CAREMARK

- Our unique assets allow us to adapt rapidly to the changing health care marketplace

- Investments to connect with providers creates an accessible and united effort to deliver better healthcare outcomes

- Our prescription of better health care value through pharmacy innovation is timely and resonant



CVS CAREMARK

A Pharmacy Innovation Company

Closing Remarks

Larry Merlo

President & Chief Executive Officer

Today's Key Takeaways

CVS CAREMARK

Unique Position

- Integrated model enables pharmacy innovation
- Agility to pivot to address health care opportunities

Strategic Growth Framework

- Core businesses growing and gaining share
- Initiatives capitalize on unique assets
- Migrating toward more integrated view of company

Enhancing Shareholder Value

- Healthy earnings growth
- Substantial cash flow generation
- Disciplined capital allocation