WORKING TOGETHER FOR PATIENTS

2015 | Annual Report

Brenda Cushing, diagnosed with non-small cell lung cancer, is now being treated with an Immuno-Oncology therapy from Bristol-Myers Squibb.

Bristol-Myers Squibb

WORKING TOGETHER for Patients

BRENDA CUSHING

Going the Extra Mile

Brenda and Ed Cushing were on their Harley-Davidson motorcycles, enjoying the New England countryside. "Suddenly I had a sharp pain in my right shoulder and I became short of breath," Brenda says. "I knew it wasn't normal."

Her doctor diagnosed pneumonia and sent her home with antibiotics. But her symptoms persisted. Finally, scans revealed a mass in her lungs. Brenda was diagnosed with non-small cell lung cancer (NSCLC) with metastases in her ribs and brain. "Suddenly, my life came crashing down."

NSCLC is the most prevalent form of lung cancer, resulting in nearly 150,000 deaths annually in the U.S. On chemotherapy, Brenda felt exhausted, depressed and sick. Her hair fell out in clumps. After five rounds of chemo, the tumors had doubled in size. "I told my oncologist that I was done with treatment."

> "IT'S REALLY EXCITING TO SEE HOW WE'RE ATTACKING CANCER IN AN ENTIRELY DIFFERENT WAY THAN TRADITIONAL TREATMENT APPROACHES."

Joe Clossick (above on the right), a Bristol-Myers Squibb oncology sales representative, got a phone call. "My friend Brian said someone who works for him had lung cancer and was in a bad place." It was Brenda. Joe suggested that she talk to her doctor about *Opdivo* (nivolumab), a cancer Immuno-Oncology treatment. First approved in December 2014, *Opdivo* is now approved in the U.S. to treat many patients with metastatic melanoma, NSCLC and renal cell carcinoma.

After Brenda's first treatment with *Opdivo*, she began to feel better. After her second infusion, she says, "I went out on my Harley for the first time in months."

But the real test were the scans. "When I got the results, I couldn't believe it. My tumors had shrunk."

"When Brenda called to tell me the good news, I got goosebumps," says Joe, laughing.

"It's really exciting to see how we're attacking cancer in an entirely different way than traditional treatment approaches," he adds. "Brenda's story has given me a new perspective on my life and my work at Bristol-Myers Squibb."

The patient stories shared in this Annual Report depict individual patient responses to our medicines or investigational compounds and are not representative of all patient responses. In addition, there is no guarantee that potential drugs or indications still in development will receive regulatory approval.

PATIENTS ARE AT THE CENTER OF EVERYTHING WE DO. THEY INSPIRE US. THEY MOTIVATE US. THEY ARE THE REASON WE WORK SO HARD.

The intricate process of tumor tissue sample preparation to support Immuno-Oncology biomarker discovery and disease indication selection.

TO OUR SHAREHOLDERS

In 2015, we began writing an exciting new chapter for Bristol-Myers Squibb – one based on growth, transformational medicines and a renewed commitment to the people at the center of everything we do: our patients and their families.

It was an extraordinary year that included important milestones.

- We delivered $16.6 billion in sales. This 4% growth over the previous year was made possible by strong performance across our portfolio and despite the loss of exclusivity of *Abilify* (aripiprazole) early in the year. In fact, we grew our new and inline brands by 41%.
- We had 112 product approvals throughout the world, including 23 in our major markets.
- We stopped 3 of our *Opdivo* (nivolumab) Phase 3 clinical trials early, due to positive overall survival data.
- We launched our "Working Together for Patients" initiative, highlighting the central role patients play in the lives of our employees as well as in the life of our company.

By delivering results across our company and across the world, we made 2015 a very good year for Bristol-Myers Squibb. More importantly, we made it a very good year for the patients we serve.

TRANSFORMING CANCER CARE

This was certainly the case in the exciting field of Immuno-Oncology.

In 2015, much of our focus was on transforming cancer care with *Opdivo* and *Yervoy* (ipilimumab), and advancing our increasingly diversified early Immuno-Oncology pipeline. And thanks to the hard work of people throughout our company, we succeeded.

Most notably, *Opdivo* became a foundational agent within its approved indications. In non-small cell lung cancer, one of the deadliest cancers, *Opdivo* became the only PD-1 agent indicated for pre-treated patients across all histologies and, importantly, regardless of PD-L1 status. In melanoma, by the end of 2015, *Opdivo* was approved in more than 40 countries. And *Opdivo* became the first and only PD-1 inhibitor approved for the treatment of the most common type of kidney cancer.

It was also an important year for *Yervoy* and for advancing our strategy to combine Immunology- Oncology agents to provide patients with the best opportunity for long-term survival. We received approval for the first Immuno-Oncology combination – *Opdivo* and *Yervoy* – for the treatment of metastatic melanoma. *Yervoy* also became the first and only FDA-approved immune checkpoint inhibitor in the adjuvant treatment for fully resected Stage III melanoma.

Improving the treatment options for patients with blood cancers remains an important part of our mission. Towards the end of the year, we received FDA approval of *Empliciti* (elotuzumab) for the treatment of multiple myeloma – the first and only immuno-stimulatory antibody available to patients with this blood cancer.

Taken together, in 2015, we made great strides in the fight against cancer; arguably some of the greatest in many years. With an increasingly broad portfolio and a focus on an increasing number of tumor types, we not only strengthened our leadership position in Immuno-Oncology; most importantly, we provided real hope and real answers to patients and their families.

ADDRESSING PATIENT NEEDS THROUGH DIVERSIFICATION

In 2015, we successfully strengthened our diversified portfolio of medicines.

- *Eliquis* (apixaban) delivered $1.9 billion in global annual sales and became the #1 novel oral anti-coagulant for new-to-brand patients in 12 markets.
- Our hepatitis C franchise ended the year with worldwide sales of $1.6 billion and with *Daklinza* (daclatasvir) approved in more than 50 markets.
- And both *Orencia* (abatacept) and *Sprycel* (dasatinib) performed exceptionally well, delivering $1.9 billion and $1.6 billion in annual sales, respectively.

And importantly, we also took important steps to strengthen our pipeline in Immuno-Oncology,

fibrosis, heart failure, immunoscience and genetically defined diseases. We successfully completed acquisitions, licensing agreements and partnerships with the biotech industry as well as academia.

SERVING MANY COMMUNITIES

Throughout the year, our commitment to patients extended to underserved communities around the world.

In 2015, the Bristol-Myers Squibb Foundation continued its important work with respect to HIV and cervical cancer in sub-Saharan Africa, hepatitis C in China and India, oncology nursing in Central and Eastern Europe and the mental health and well-being of our returning veterans in the United States. We also continued to build a new initiative in the U.S. southeast's "Tobacco Belt" to develop comprehensive community-based education programs on lung cancer, and we launched a new effort to help vulnerable populations in rural and urban areas to obtain access to specialized care.

We also served many of the communities in which we live and work. Most notably, our employees participated in annual "Go Green" Earth Day activities at more than 50 sites around the world, and we established a new set of five-year goals — the 2020 Sustainability Goals — that will strengthen our fundamental business, while maintaining our position as a sustainability leader.

For these and other efforts, Bristol-Myers Squibb was, once again, ranked among the top 10 corporate citizens by Corporate Responsibility magazine – a distinction for which we worked hard and for which we are very proud.

"2015 WAS AN EXTRAORDINARY YEAR FOR OUR COMPANY AND FOR THE PATIENTS WE SERVE – ONE THAT HAS ALLOWED US TO BEGIN 2016 FROM A POSITION OF REAL STRENGTH."

-Giovanni Caforio, M.D.
Chief Executive Officer

EVOLVING OUR CULTURE

To make all of our success possible – to deliver against our priorities and to deliver for our patients – we focused much of our attention on our people, the 25,000 professionals who call Bristol-Myers Squibb "home."

We have long recognized that our people are our competitive advantage, but in 2015, we took our employee focus to a new level. More professional development. More attention to diversity and inclusion. And an even greater emphasis on maintaining a steadfast commitment to the highest standards of quality, uncompromising ethics, compliance and integrity.

We also expanded our "Who Are You Working For" initiative to more people – both inside and outside our company – because nothing inspires our work more than the connection we have to our patients and to each other. During our first annual "Patient Week," our employees were given the opportunity to share their personal stories with each other and with friends and colleagues outside our company. In fact, we organized 246 events at 65 Bristol-Myers Squibb sites around the world – each was designed to focus on our patients, each served to strengthen the bond between our patients, our work and our workforce.

SEIZING OUR OPPORTUNITY

Again, 2015 was an extraordinary year for our company and for the patients we serve – one that has allowed us to begin 2016 from a position of real strength.

Going forward, we plan to continue seizing our unprecedented opportunity for growth, for transforming cancer care and for helping even more people with our diverse portfolio of innovative medicines. Inspired by the stories of our patients, fueled by the passion of our employees and driven by a genuine sense of urgency – I don't think anything can stop us.

Working together for patients. It's what we do. It's who we are. It's why we come to work each day.

Giovanni Caforio, M.D.
Chief Executive Officer
March 7, 2016

"WE ARE HEADING IN THE RIGHT DIRECTION – MAKING THE RIGHT CHOICES AND PLACING OUR PRIORITIES IN THE RIGHT PLACES."

-Lamberto Andreotti
Chairman

MESSAGE FROM THE CHAIRMAN OF THE BOARD

Today's Bristol-Myers Squibb is an exciting company. Leading the way in cancer care. Making a difference in a range of therapeutic areas. Having a strong organization that delivers today, while it plans for tomorrow.

From my perspective, we are heading in the right direction – making the right choices and placing our priorities in the right places.

The investments we have made in Immuno-Oncology have certainly paid off – for our company and for our patients. We have changed the standard of care in some of the most common tumor types, and as a result, we are able to provide our patients with new treatments and new hope.

Our emphasis on targeted diversification is smart, both as a short and long-term strategy. And our focus on those areas of significant unmet need – coupled with our "follow the science" approach – means that our resources are used in a way that makes the most sense for our company and for our patients.

I am also very pleased with our determination to build the best workplace and to give our people the best work experience. And I am very pleased to welcome Peter J. Arduini, president and chief executive officer and director of Integra LifeSciences, to our Board of Directors, effective April 1, 2016.

Having recently served as CEO and having been on the Board for several years, I know our company well. I know our people. I know our challenges and opportunities.

As such, I can say with full confidence that Bristol-Myers Squibb is strong and getting stronger. We have great medicines. We have great people. And by focusing on patients and their families and by demanding the very best from our people, the possibilities are endless.

The story of Bobby Harsh says it all. Having first met him in 2011, I have followed his compelling story ever since. It is both inspiring and instructive. It underscores the importance and the promise of our work. It gives us all reason to hope.

Lamberto Andreotti
Chairman
March 7, 2016

BOBBY HARSH

Trained to Save Lives, He Says. Bristol-Myers Squibb Saved His.

Bobby may look familiar. He appeared on the cover of the 2011 Bristol-Myers Squibb Annual Report and has shared his story with many company employees.

In late 2007, Bobby Harsh, then 41 and a Maryland State Trooper flight paramedic, was diagnosed with melanoma on his cheek. It was surgically removed. But within a year, CT scans revealed diffuse spots in his lungs. In 2009, doctors enrolled him in a clinical trial for *Yervoy* (ipilimumab), which was being studied for the treatment of metastatic melanoma.

"When the doctor told me that *Yervoy* was working, it gave me hope," he says. "It meant that I had more time with my family, and it let me get back to my job of saving people's lives."

Yervoy was approved by the U.S. Food and Drug Administration (FDA) in March 2011 for the treatment of adults with unresectable metastatic melanoma. It is the first Immuno-Oncology (I-O) agent to demonstrate a significant long-term survival benefit in patients with metastatic melanoma.

Bobby's scans have been clear since the end of 2010. Since then, Bobby has celebrated his 25th wedding anniversary and his children's graduations from high school and college.

Bobby's story — and many others — have helped inspire Bristol-Myers Squibb employees to redouble their efforts to develop cancer therapies that can give new hope to patients for long-term survival.

Since *Yervoy*'s approval, Bristol-Myers Squibb has launched *Opdivo* (nivolumab) and *Empliciti* (elotuzumab), two new immunotherapies. *Opdivo* has been approved to treat many patients with metastatic melanoma, non-small cell lung cancer and renal cell carcinoma, and is quickly becoming a foundational component in treating these devastating diseases. In 2015, the FDA approved for the first time the combination of *Opdivo* + *Yervoy* regimen for the treatment of patients with unresectable or metastatic melanoma. *Empliciti* has been approved, in combination with lenalidomide and dexamethasone, for the treatment of multiple myeloma.

With more than 50 clinical trials in more than 20 tumor types now underway, and the potential for eight novel I-O agents in clinical development in 2016, Bristol-Myers Squibb is continuing to lead the transformation of cancer care. We look forward to hearing many more stories like Bobby's.

WORKING TOGETHER *for* Patients

"WHEN THE DOCTOR TOLD ME THAT *YERVOY* WAS WORKING, IT GAVE ME HOPE."

STARTING OUR EXCITING NEXT CHAPTER WITH AN UNPRECEDENTED YEAR

DELIVERING BY THE NUMBERS

16.6 BILLION in revenue

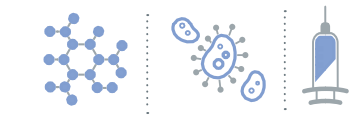
4.3% INCREASE VS. 2014

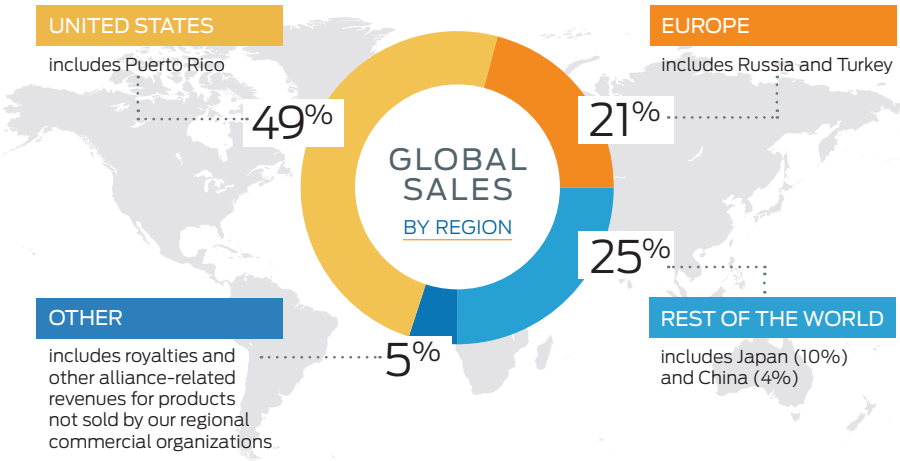
Orencia $1.9 BILLION
Eliquis $1.9 BILLION
Sprycel $1.6 BILLION
Hepatitis C Franchise $1.6 BILLION
Yervoy $1.1 BILLION
Opdivo $942 MILLION

$4.04* BILLION

*Non-GAAP

INVESTED IN R&D





MORE THAN **20** APPROVALS FOR **KEY** AND **NEW** BRANDS in the U.S., Europe and Japan

SPEED TO PATIENT

Granted **4** Breakthrough Designations and **10** Priority Reviews by the FDA

These designations are granted to expedite development and review of drugs for serious and life threatening conditions

NYSE: BMY

INCREASED its Dividend **7** CONSECUTIVE YEARS

TRANSFORMING THE TREATMENT OF CANCER

OPDIVO

3

PHASE III STUDIES

Stopped early as studies

MET ENDPOINT FOR OVERALL SURVIVAL

In collaboration with Lung Cancer Europe, Bristol-Myers Squibb has launched THE NEXT LUNG CANCER A.C.T. British actor Jack Huston and video profiles of patients and caregivers encourage people at increased risk of lung cancer to be Aware, get Checked and Talk with their doctors

Ready. Raise. Rise.

INCREASED AWARENESS OF IMMUNO-ONCOLOGY RESEARCH

Launched in May 2015, with actor **ERIC STONESTREET**

Supporters raised **MORE THAN 50K** virtual flags to honor loved ones and support cancer advocacy groups

PRIX GALIEN USA 2015 AWARD

OPDIVO

FOR THE BEST BIOTECHNOLOGY PRODUCT

Launched company's

FIRST ONCOLOGY DTC *OPDIVO* CAMPAIGN

Encourages patients and families to have an informed discussion with their physician about available treatment options

10

APPROVALS IN THE U.S., EUROPE AND JAPAN

ACROSS 4 DISTINCT TYPES OF CANCER

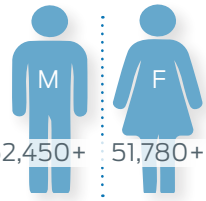
LUNG | RENAL | MELANOMA | MULTIPLE MYELOMA

EMPLICITI **approved in the U.S.**

First and only immunostimulatory antibody for **MULTIPLE MYELOMA**

114,250+

Global Yearly Estimated Incidence of **Multiple Myeloma** in Adults



62,450+ | 51,780+

DELIVERING ON OUR DIVERSIFIED PORTFOLIO

Eliquis® (apixaban) tablets

#1

NOVEL ORAL ANTICOAGULANT

new-to-brand share among cardiologists across 12 markets

ORENCIA® (abatacept)

14%

GROWTH VS. 2014

***Orencia* ClickJect** pre-filled pen autoinjector delivery device approved for moderate to severe rheumatoid arthritis patients in the European Union

FOCUSED STRATEGY

to address the needs of specific challenging-to-treat HCV patient populations

MORE THAN 50 COUNTRIES ARE APPROVED FOR

Daklinza™ (daclatasvir) 60 mg tablets

BASED REGIMENS

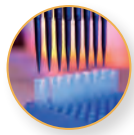
LAUNCHED IN OCTOBER 2015, Working Together for Patients celebrates our unified mission as well as the unique culture we are all a part of. People and patients are at the center of everything we do. When we ask employees who they work for, the answer is always: **WE WORK FOR PATIENTS.**

www.workingtogetherforpatients.com

WORKING TOGETHER for Patients

PARTNERING

RECENT SELECT PARTNERSHIPS



OUR STRATEGY of "following the science" has led us to establish significant partnerships and collaborations with other companies and institutions that have not only been good business deals but ultimately a great benefit to patients. Many of our company's most important therapies — including *Yervoy* (ipilimumab) and *Opdivo* (nivolumab) — were cultivated from innovative partnerships, collaborations and acquisitions.

IMMUNO-ONCOLOGY

FLEXUS BIOSCIENCES

FivePrime

KYOWA KIRIN

SeattleGenetics

BAVARIAN NORDIC

CARDIOVASCULAR

Cardioxyl PHARMACEUTICALS

uniQure

FIBROTIC DISEASES

Calibr

Promedior

ACADEMIC PARTNERSHIPS

MOFFITT CANCER CENTER

PRINCETON UNIVERSITY

LEVERAGING THE BEST OF BRISTOL-MYERS SQUIBB AND THE BEST OF OUR PARTNERS TO SPEED TRANSFORMATIONAL MEDICINES TO PATIENTS.

Trademarks are the property of their respective owners.

INVESTING IN THE FUTURE

A NEW RESEARCH AND DEVELOPMENT site in **Cambridge, Massachusetts,** was announced in June as well as expansion of several existing R&D facilities. The company is also constructing a new state-of-the-art, large-scale biologics manufacturing facility in **Cruiserath, County Dublin, Ireland**, that will produce multiple therapies for the company's growing biologics portfolio. In **Devens, Massachusetts,** the company is expanding its Biologics Manufacturing site by adding development capabilities. Construction of a new, state-of-the-art campus in **Central New Jersey** will be completed by the end of 2016.

Cruiserath

Over 75% of total DEVELOPMENT PROJECTS are BIOLOGICS

Devens

Princeton Pike, Lawrenceville, N.J.

Expanding our R&D presence within hubs of scientific excellence and innovation

- Boston
- San Francisco Bay Area
- Central New Jersey

MODERNIZING FACILITIES

through improved technology, more efficient design and workspaces that enable collaboration, creativity and innovation

Cambridge

ACHIEVEMENTS

SELECTION OF AWARDS AND RECOGNITIONS

Bristol-Myers Squibb named one of the
BEST PLACES TO WORK
in the U.S. and the UK by Glassdoor.com

For the seventh consecutive year, Bristol-Myers Squibb ranks among the top 10 on **CORPORATE RESPONSIBILITY** magazine's list of the **100 BEST CORPORATE CITIZENS**

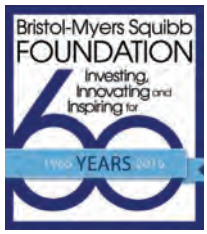
Recognized Bristol-Myers Squibb as one of the **WORLD'S MOST INNOVATIVE COMPANIES** for 2016 and one of the Top 10 Most Innovative Companies in Biotech

Ranked No. 4 among the **WORLD'S MOST ADMIRED COMPANIES** in the pharmaceutical industry

BRISTOL-MYERS SQUIBB FOUNDATION

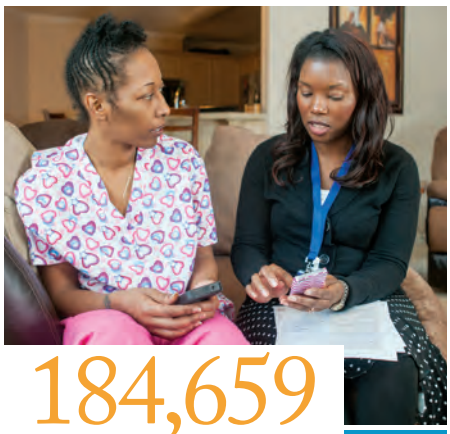
IN 2015 ALMOST
300,000
CHILDREN

have received HIV/AIDS care through **Baylor College of Medicine-Bristol-Myers Squibb Children's Clinical Centers of Excellence** in five African countries and a network of rural clinics funded by *SECURE THE FUTURE*



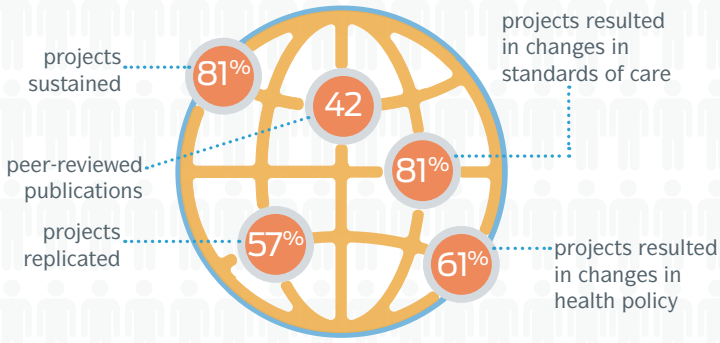
988
Collaborating PARTNERS
contributing to our global projects

99,919
Health care workers trained around the world in 2015 through Foundation programs



184,659
People from disproportionately affected populations who were helped by Foundation programs in 2015

OUR GLOBAL IMPACT ON HEALTH EQUITY AND OUTCOMES



BRISTOL-MYERS SQUIBB DEVELOPMENT PIPELINE

Immuno-Oncology

PHASE I

- Anti-GITR — Solid Tumors
- Anti-CSF1R* — Solid Tumors
- Anti-LAG3 — Hematologic Malignancies
- Anti-GITR + *Opdivo** — Solid Tumors
- Anti-LAG3 + *Opdivo** — Solid Tumors
- Lirilumab + *Opdivo** — Solid Tumors
- Lirilumab + *Empliciti** — Multiple Myeloma
- Urelumab + *Opdivo** — Solid Tumors; Hematologic Malignancies
- Urelumab + *Empliciti** — Multiple Myeloma
- *Opdivo** — Solid Tumors; Hematologic Malignancies; Pediatric
- *Opdivo** + *Yervoy* — Solid Tumors
- *Opdivo** + *Sprycel** — Chronic Myelogenous Leukemia

PHASE II

- *Opdivo** — Non-Hodgkin's Lymphoma (Follicular Lymphoma); Non-Hodgkin's Lymphoma (Diffuse Large B-Cell Lymphoma); Hodgkin's Lymphoma; MSI+ Colon; 2nd line Bladder; Ovarian#
- *Yervoy* — Adolescent Melanoma

PHASE III

- *Opdivo** — Adjuvant Melanoma; 2nd line Small Cell Lung; 1st line Non-Small Cell Lung (PD-L1+); 2nd line Head & Neck; Gastric#; Glioblastoma; Hepatocellular Carcinoma; 2nd line Esophageal#
- *Opdivo** + *Yervoy* — 1st line Non-Small Cell Lung; 1st line Small Cell Lung; 1st line Renal Cell Carcinoma
- *Yervoy* — Metastatic Melanoma Dose Optimization
- PROSTVAC*++ — Metastatic Castration-Resistant Prostate Cancer
- *Empliciti** — 1st line Multiple Myeloma Revlimid Combo

Oncology

PHASE I

- Ulocuplumab (Anti-CXCR4) + *Opdivo** — Solid Tumors
- Anti-Fucosyl GM1 — Lung Cancer
- Anti-HER2*++ — Breast Cancer
- BET Inhibitor — Solid Tumors
- Mesothelin-ADC — Solid Tumors

PHASE II

- *Sprycel** — Pediatric

Immunoscience

PHASE I

- Anti-CD40L — Autoimmune Disease
- Anti-CD40 — Autoimmune Disease
- BTK Inhibitor — Autoimmune Disease
- TYK2 Inhibitor — Lupus
- Anti-PD-L1 — Sepsis

PHASE II

- Lulizumab (Anti-CD28) — Lupus

PHASE III

- *Orencia* — Lupus Nephritis; Psoriatic Arthritis; Early Rheumatoid Arthritis
- *Nulojix* — Switch from CNI Renal Transplant

Cardiovascular

PHASE I

- PAR4 Antagonist — Thrombosis/Stroke
- Factor XIa Inhibitors — Thrombosis

PHASE II

- IKur Inhibitor — Atrial Fibrillation
- Nitroxyl Donor — Heart Failure

PHASE III

- *Eliquis** — Pediatric VTE Treatment; Acute Coronary Syndrome – Percutaneous Coronary Intervention

Fibrotic Diseases

PHASE I

- Galectin-3 Inhibtor*++ — Idiopathic Pulmonary Fibrosis
- PEG-FGF21 (2) — Fibrosis

PHASE II

- LPA1 Antagonist — Fibrosis
- PEG-FGF21(1)* — Fibrosis
- Pentraxin-2*++ — Idiopathic Pulmonary Fibrosis; Myelofibrosis

Genetically Defined Diseases

PHASE I

- Anti-Myostatin — Duchenne Muscular Dystrophy
- Anti-eTau — Progressive Supranuclear Palsy

Virology assets removed with sale of virology R&D pipeline to ViiV Healthcare on February 22, 2016. Bristol-Myers Squibb continues development for HCV assets including *Daklinza*, *Sunvepra* and beclabuvir (NS5B Non Nuc) in select markets.

*Development Partnership

Opdivo: Ono Pharmaceutical; ***Empliciti***: AbbVie; **PROSTVAC**: Bavarian Nordic; **Lirilumab**: Innate Pharma; **Anti-CSF1R**: Five Prime Therapeutics; ***Sprycel***: Otsuka; **Anti-HER2**: F-star Alpha Ltd.; ***Eliquis***: Pfizer; **Galectin-3 Inhibitor**: Galecto Biotech AB; **PEG-FGF21(1)**: Ambrx, Inc.; **Pentraxin-2**: Promedior

#Partner-run study

++Option rights

Data as of January 1, 2016

Q&A WITH BRISTOL-MYERS SQUIBB'S CEO, GIOVANNI CAFORIO, M.D.

GIOVANNI CAFORIO, M.D., ASSUMED THE ROLE OF CEO IN MAY 2015, TAKING THE HELM AS THE COMPANY BEGAN AN EXCITING NEW CHAPTER FOCUSED ON GROWTH, LEADING A TRANSFORMATION IN THE WAY CANCER IS TREATED AND STRENGTHENING AND EXPANDING THE COMPANY'S DIVERSIFIED PORTFOLIO. WITH MORE THAN 25 YEARS OF STRATEGIC LEADERSHIP EXPERIENCE, HE LED THE COMPANY THROUGH AN UNPRECEDENTED YEAR OF SUCCESS IN 2015. GIOVANNI SHARES HIS THOUGHTS ON THE COMPANY SINCE TAKING OVER AS CEO.

A trained physician, he earned his M.D. from University of Rome.

Joined Bristol-Myers Squibb in 2000, elected to the company's Board of Directors in 2014.

Looking back at 2015, what are you most proud of?

I am most proud of what we have accomplished for patients. Three Immuno-Oncology clinical trials were stopped early in 2015 because *Opdivo* (nivolumab) demonstrated superior overall survival vs. a previous standard of care. We then moved rapidly with regulators around the world to get our medicines to patients. We received five approvals for *Opdivo* from the FDA alone. This is unprecedented. We continued to change the treatment landscape for patients with hepatitis C, made tremendous progress toward the goal of making *Eliquis* (apixaban) the number one novel oral anticoagulant globally and advanced *Orencia* (abatacept) as the first choice biologic in moderate to severe rheumatoid arthritis. These accomplishments have a direct and positive impact on patients.

How does your background as a physician impact your approach to leading Bristol-Myers Squibb?

My background as a physician really reinforces how I think in my role as CEO. From my perspective, it is by always thinking about patients first and keeping them at the center of our decisions. For me as a physician, with a real passion in oncology since the days I was in medical school, it is really extraordinary to be participating directly in the transformation of the way cancer is treated. We have made tremendous progress that we are incredibly proud of, but as a physician I am inspired to continue working for those patients who still need help.

After a year leading the company, what advice would you give to a new CEO?

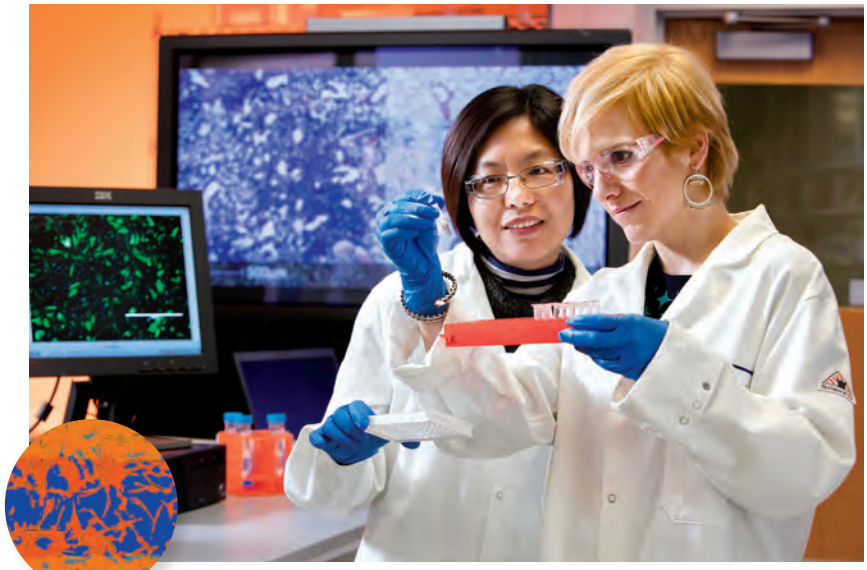
To really make sure that you focus on people. They are the greatest asset of a company. I consider myself really lucky to have a very strong team of passionate leaders at Bristol-Myers Squibb.

Why has the company's BioPharma strategy been so effective in differentiating Bristol-Myers Squibb as a leader?

Our BioPharma strategy was developed in 2007, and we have been very successful with its execution. We understood then that it was really important and powerful to combine the resources, scale and capability of a pharmaceutical company with the speed and focus on innovation of the biotech industry. This strategy has been pivotal in providing us the strength and agility to transform as a company.

While we have remained very loyal to our BioPharma strategy, we have also continued to shape the company as science, R&D efforts and our portfolio have continued to evolve. As we enter our next chapter, oncology is a central pillar of our portfolio; we have divested some of our development assets in HIV, stopped discovery activities in virology; and we have significantly strengthened our efforts in areas such as immunoscience, cardiovascular diseases, fibrosis and genetically defined diseases.

In fact, we are completing a period of transformation and have entered a period of sustained growth in a position of strength, which really comes from having a sound strategy.



THE NEXT WAVE OF INNOVATION

As Bristol-Myers Squibb is leading the transformation of treating cancer through immunotherapies, we have remained equally focused on developing a diverse and robust pipeline of new compounds to fuel long-term growth. In Immuno-Oncology (I-O), this means further studying our current therapies in more tumor types and in combination with other therapies. We are also exploring new compounds, and in 2016, we expect to have eight novel investigational I-O agents in the clinic beyond our already approved I-O medications.

We are also building a diversified portfolio outside of I-O, focusing on four disease areas characterized by significant unmet patient need and the potential to develop transformational medicines. Among these areas, one or more may represent the company's next wave of innovation.

To help ensure sustained growth for the company, Bristol-Myers Squibb is focusing on therapeutic opportunities that may provide significant improvement over standard of care, and is rapidly strengthening existing internal expertise through acquisitions and partnerships. Each therapeutic area already has several compounds in clinical development.

The areas are:

- **Cardiovascular Diseases**
- **Fibrotic Diseases**
- **Genetically Defined Diseases**
- **Immunoscience**

Despite decades of medical advances, cardiovascular disease — including congestive heart failure (CHF) — remains a leading cause of mortality. Following breakthrough medicines such as *Plavix* (clopidogrel), and now the success of *Eliquis* (apixaban), the company is developing a strong pipeline of antithrombotic compounds while also building a pipeline in CHF. In 2015, the company acquired Cardioxyl Pharmaceuticals, with a Phase 2 asset in CHF, and announced a collaboration with uniQure, a gene therapy company with a novel approach to CHF. Overall, five investigational compounds are in the clinic for cardiovascular diseases and heart failure.

Fibrotic diseases represent an area of high unmet medical need. The company is focusing on disease targets including idiopathic pulmonary fibrosis (IPF) and nonalcoholic steatohepatitis (NASH). We continue to build our portfolio through our internal pipeline and with targeted business development activity. We currently have several early stage assets in our pipeline, including PRM-151 (Pentraxin-2) for IPF and myelofibrosis, which came from a 2015 agreement we entered into with Promedior.

Genetically defined diseases represent a new area for the company, one with the potential for highly targeted medicines with transformational potential for severe, underserved diseases. Two lead programs in the clinic, anti-myostatin and anti-eTau, are being studied in Duchenne muscular dystrophy and progressive supranuclear palsy, respectively.

Building on our existing strength in immunological diseases with *Orencia* (abatacept), the company is focusing on rheumatoid arthritis, inflammatory bowel disease and systemic lupus erythomatosus. Six compounds are in the clinic.

What have been the results of last year's changes to the company's business model, specifically to Commercial and R&D?

On the commercial side, our belief was that by bringing our key markets closer to the global organization and creating a more streamlined, flatter organization, we would be able to apply our resources to the highest priorities, increase our competitiveness, and improve our performance – these are all changes that have contributed to our success in 2015.

On the R&D side, it is all about simplification and how we accelerate the development of our medicines. Again, in 2015, we had great success with three Phase 3 studies for *Opdivo* stopped early, very rapid interaction with regulatory authorities and a record number of approvals.

What's driven Bristol-Myers Squibb's success in leading the transformation of cancer care?

When I think about how we are leading the transformation for treating such a devastating disease as cancer, it really starts with our R&D strategy, which is to always follow the science. For many years, we have believed in the potential of Immuno-Oncology as a transformational approach in oncology. We have worked hard, understood the science, partnered with academic communities around the world, developed and executed the right clinical trials with the patient at the center, and we were able to deliver extraordinary value through our results.

STAND UP TO CANCER

Members of the Bristol-Myers Squibb oncology team participated in the Coast 2 Coast 4 Cancer Ride, a 19-day bike relay that included over 80 employees riding a total of nearly 2,900 miles from Oregon Coast to the Jersey Shore, to show their support for the cancer community while raising funds for cancer research. Bristol-Myers Squibb matched donations raised by the riders, dollar-for-dollar up to $500,000, to support Stand Up To Cancer and their collaborative "Dream Teams" of scientific researchers working to provide innovative treatment to patients faster.

How will the company continue to innovate and maintain its leadership position in Immuno-Oncology in 2016?

As the leader in Immuno-Oncology, it is really important for us to continue to challenge ourselves. Although there are many patients that are benefitting from *Opdivo*, from *Yervoy* (ipilimumab), or the combination of *Yervoy* and *Opdivo*, some patients don't respond. We need to continue to invest through new studies, new molecules, new mechanisms of action, and combination therapies, to make sure that we continue to raise the bar so more and more patients respond for longer periods of time. I am incredibly proud of the work our R&D organization has done for patients, and we are continuing to invest in a broad development program with more than 50 clinical trials in more than 20 tumors. In 2016, we expect to have eight novel agents in the clinic beyond *Yervoy, Opdivo* and *Empliciti* (elotuzumab), and look forward to advancing these programs.

How is Bristol-Myers Squibb delivering on being a diversified company?

We are committed to a diversified portfolio because we have a tremendous pipeline, deep expertise and great scientists across numerous therapeutic areas. There are significant areas of unmet medical need, obviously in oncology, but also beyond – cardiovascular diseases, fibrotic diseases, immunoscience, genetically defined diseases. Like oncology,

WORKING TOGETHER for Patients

PHILIP PRICHARD

"Let's Do This!"

Philip and Susan Prichard live the good life in Memphis, Tennessee. Self-described foodies, they enjoy travel and fine dining.

Nearly four years ago, however, that good life turned sour. Philip felt unusually tired. He developed varicose veins in his right leg. One of his testicles hurt. And he had blood in his urine.

Philip went in for a medical evaluation. The news was shocking. "They told me I had a tumor on my right kidney, renal cell carcinoma."

Renal cell carcinoma (RCC) is the most common type of kidney cancer. More than 60,000 new cases are diagnosed annually in the U.S., with about 14,000 deaths.

During surgery, doctors removed a 3.8-pound tumor mass. Following surgery and targeted chemotherapy, Philip returned to his normal routines. "I began to believe I was out of the woods."

But within months, Philip was back in the hospital. Doctors found blood clots in his lungs and tumors on his adrenal gland and liver. Philip went to MD Anderson Cancer Center in Houston, where doctors said he could join a clinical trial with a cancer immunotherapy. "I was like, 'Yeah, let's do this!'"

Philip entered a clinical trial with *Opdivo* (nivolumab), one of a new class of cancer immunotherapy treatments, which at the time was being studied as a potential treatment option for RCC. After his first infusion, Philip says his fever, pain and night sweats decreased, and following subsequent infusions, eventually the tumor reduced significantly.

That was three years ago. Now, says Philip, "I'm active. I'm able to enjoy life."

Opdivo was approved in November 2015 as the only treatment to deliver significant overall survival in advanced renal cell carcinoma versus a standard of care in patients who have received prior anti-angiogenic therapy.

Adds Susan, "We are eternally grateful to the scientists and employees of Bristol-Myers Squibb. What you're doing may change the lives of millions."

"I'M ACTIVE. I'M ABLE TO ENJOY LIFE."

these are areas with very high unmet medical need, where patients are typically treated by specialists, and they are complex areas that require the best scientists and innovative thinking to develop and deliver transformative medicines. These are all areas where we have significant scientific capabilities as a company, passionate people in R&D, and we are bringing forward some potentially transformative medicines. I believe our focus on diversification is going to be really important for us as we think about the growth prospects of the company in the medium and long term.

Why is external innovation so important to a company with a rich R&D heritage?

We recognize that innovation occurs outside of our company, and that we can offer capabilities and experience that can be a valuable benefit. Our approach to Business Development is highly integrated and aligned with our company strategy, our R&D organization and Commercial capabilities. We take a portfolio approach to determine which opportunities complement our existing assets. I believe our success with Business Development over the past two years has been driven by external recognition of our strong capabilities to discover, develop, manufacture and deliver innovative medicines, and for cultivating external innovations and making them very successful.

Partnering is a key strength for Bristol-Myers Squibb. Why is that important?

We see partnerships and collaborations as an essential component of successfully delivering transformational medicines to patients.

WORKING TOGETHER for Patients

Partnering allows everyone to benefit from one another's strengths, with a focus on bringing new therapies to patients. Whether it's with companies, academic institutions or research centers, working together is essential in a global society.

Bristol-Myers Squibb is part of a complex, global health care ecosystem and when we deliver something as revolutionary as Immuno-Oncology, we bear a responsibility to work with others to maximize the impact of that innovation for patients. We work with a sense of urgency and commitment to advancing science, to educating physicians, payers and patients, and to understanding the support services that our customers need. We do all of these things in partnership with a wide spectrum of academic, industry, advocacy and government organizations across the world.

The company's Immuno-Oncology Rare Population Malignancy (I-O RPM) research program, which was launched in 2015 in the U.S., is a great example of where we are partnering with academic-based cancer centers focused on the clinical investigation of Immuno-Oncology therapeutics as potential treatment options for patients with high risk, poor prognostic cancers, defined as a rare population malignancy.

The company has raised the visibility of patients, holding a Global Patient Week and launching Working Together For Patients. Why is this a key focus?

We are a company with a great purpose, which is to help patients with serious diseases. It is really why we do what we do every day. Our people are really passionate about helping

ERIC CHAMPION | When the Patient We Are Working for is One of Our Own

Eric Champion had been suffering from persistent shortness of breath. His doctor diagnosed bronchitis and prescribed an antibiotic.

The bronchitis got worse. Eric went to another doctor, who told him he had a severe case of pneumonia and prescribed a new antibiotic. Concerned by the severity of the illness, the doctor insisted that Eric see a pulmonologist on Monday. That Friday night, Eric coughed up blood.

Eric, a Bristol-Myers Squibb employee, and his wife Ilene, have three young children. At church on Sunday, their eldest son said to Ilene, "Let's pray for daddy. I think he's really sick."

> "JUST WANTED TO THANK YOU ALL FOR EVERYTHING YOU DO! COULDN'T BE PROUDER TO BE ON *ELIQUIS*!"

On Monday, the pulmonologist also believed that it was pneumonia. But just to be safe, he ordered a CT scan. "As soon as I got home, the pulmonologist called. He said, 'How quickly can you get to the hospital?'"

Eric was diagnosed with pulmonary embolism, a potentially fatal condition caused when a blood clot lodges in one of the pulmonary arteries. The pulmonologist said, "I know a drug that may help protect you from this happening again. It's called *Eliquis*."

The approved indications for *Eliquis* (apixaban) include the reduction of the risk of stroke and systemic embolism associated with nonvalvular atrial fibrillation and the treatment of deep venous thrombosis and pulmonary embolism. In the U.S., about 600,000 people annually develop pulmonary embolisms, resulting in about 100,000 deaths.

In his hospital bed, Eric picked up his iPhone and sent out a message to his colleagues on the *Eliquis* team: "Just wanted to thank you all for everything you do! Couldn't be prouder to be on *Eliquis*!"

Now, a year later, Eric says he feels great. "I watch my kids play and I think to myself, 'Wow. I'm so grateful to be here for this.'"

He adds: "Our focus on helping educate patients and physicians about the signs and symptoms of pulmonary embolism is more real to me than ever — I am proof of that, and I work every day with a deeper connection to our patients."

patients, and these programs have allowed us to share compelling personal stories and have powerful conversations. This focus is very important because it keeps us working with a sense of urgency. There is no greater purpose than knowing that someone who is sick or struggling depends on you.

How do Bristol-Myers Squibb's people – and culture – contribute to delivering its mission?

Bristol-Myers Squibb is a great company because of the quality of our people, and they are helping to shape our culture. As we accelerate our transformation, our behaviors become even more important. Our passion really defines our focus on patients, the importance of what we do. Our focus on innovation is critical, not only to the development of transformational medicines, but also to the way in which we commercialize our products. We are very focused on speed and share the great sense of urgency patients have to get much needed new medicines. We have a sense of individual and collective accountability to the importance of our mission and work together to deliver value to our patients and to our shareholders while upholding a commitment to uncompromising ethics and integrity.

Drug pricing has been a key issue of debate during the past year. How would you explain Bristol-Myers Squibb's position on this important topic?

Pricing is an important topic for patients, and we are very focused not only on developing the right medicines, but also, making sure they reach the patients who need them. I believe it is important for all stakeholders to work together to develop sustainable solutions so patients have access to innovative medicines and to ensure pricing reflects the long-term value for patients and society.

Access to medicines is critical. What is Bristol-Myers Squibb doing to help patients around the world?

We are doing many things to enable patient access to medicines. For example, the Patient Assistance Foundation in 2015 donated medicines to more than 65,000 patients in need in the U.S. For patients, we have Access Support, which is a program that provides resources to navigate access and reimbursement challenges. Outside of the U.S. and particularly in the developing world, we have a number of programs including a tiered pricing system. In hepatitis C we

BUSINESS DEVELOPMENT: AN ENGINE FOR INNOVATION

Bristol-Myers Squibb recognizes that innovation occurs not only inside our company, but outside as well. Thus our strategy of "following the science" has led us to establish significant partnerships and collaborations that have not only been good from a business perspective, but also have delivered great benefits to patients.

Many of our company's most important therapies — most recently *Yervoy* (ipilimumab) and *Opdivo* (nivolumab) — derive from innovative partnerships, collaborations and acquisitions.

In alignment with the company's R&D and Commercial leaders, Bristol-Myers Squibb's Business Development group seeks to identify and deliver opportunities that enhance our own internal science and portfolio, benefit from our expertise and help drive the next wave of innovation in our core areas of focus.

In 2015, in the area of Immuno-Oncology (I-O) and oncology, Bristol-Myers Squibb completed a number of transactions with companies like Flexus Biosciences, Five Prime Therapeutics and Rigel Pharmaceuticals to secure access to immunotherapies that we can potentially combine with our existing I-O assets. Our goal is to improve upon the clinical outcomes we already are seeing with *Opdivo*, *Yervoy* and the combination of *Opdivo* and *Yervoy*. We also entered into numerous clinical collaborations with organizations such as Seattle Genetics, Kyowa Hakko Kirin, Moffitt Cancer Center and Dana-Farber Cancer Institute to explore whether there is beneficial clinical impact in combining *Opdivo* with other cancer agents.

Business Development also is critical to building a diversified portfolio outside of I-O (see page 11). We are focusing on medicines with the potential to transform serious specialty diseases with high unmet need, even if it leads us into novel technologies, such as gene therapy. In a collaboration with uniQure, an innovative gene therapy company, we are taking a novel approach to both cardiovascular disease and heart failure. We also built up our clinical portfolio in heart failure with the acquisition of Cardioxyl Pharmaceuticals. Also in 2015, Business Development helped strengthen the company's position in fibrotic diseases, another area of significant unmet medical need, by acquiring an exclusive right to purchase Promedior.

Ultimately, through Business Development, we strive to leverage the best of Bristol-Myers Squibb with the best of our partners and companies we acquire to accelerate the next wave of transformational medicines to patients.

announced an agreement with the United Nations backed Medicines Patent Pool where we provided a royalty-free licensing agreement to generic companies for 112 countries around the world so that patients can have access to *Daklinza* (daclatasvir).

The Bristol-Myers Squibb Foundation celebrated its 60th anniversary this year, with an incredible legacy in helping patients with HIV. How will the Foundation help patients moving forward?

I am very proud of the Foundation and all we have accomplished in the area of HIV, specifically in Africa, and our support of patients in need with hepatitis B and hepatitis C. Today our focus is broadening to include oncology to help address cancer care. There clearly are significant needs everywhere, from the developing world to parts of the southern

"DEVELOPING CUTTING-EDGE SCIENCE IN OUR OWN LABS AND IN COLLABORATION WITH PARTNERS IS CRITICAL."

United States, where there continue to be significant disparities in care for patients with cancer. We have a very clear approach to building the right capabilities in the community, strengthening health systems and providing a long-term sustainable solution so patients have access to medicines and services they need.

What are the company's main priorities in 2016?

In 2016, we are driven by four key priorities. The first is to drive business performance. We are at the beginning of a period of growth, and we are committed to delivering the full value of a diversified and exciting portfolio. Second is our continued leadership in Immuno-Oncology, which is a transformational area that is changing the way cancer is treated. I am confident we are making the right investments from a commercial perspective, and from an R&D perspective we continue to execute our strategy in Immuno-Oncology. Third is our focus on diversification. This includes diversification as a long-term element of our Immuno-Oncology strategy and outside of Immuno-Oncology where we have an exciting early pipeline that is emerging in fibrosis, genetically defined diseases, cardiovascular diseases and immunoscience. Finally, evolving our culture and engaging our people. Focusing on our culture to create an energizing work experience is critical in placing the patient at the center of everything we do through an environment that enables innovation, speed and accountability. We are committed to cultivating great leaders, fostering rewarding careers, enhancing global diversity and inclusion, and continuing to attract and retain world class talent.

"I DECIDED TO GO FOR IT."

SUSAN DAVIS

In August 2008, Susan Davis noticed a lesion on her ankle. Diagnosed with malignant melanoma, the lesion was removed, but the melanoma spread to her groin in 2013. Initial treatment was effective only temporarily, so doctors at Memorial Sloan Kettering Cancer Center suggested a clinical trial with *Opdivo* (nivolumab) in combination with *Yervoy* (ipilimumab). "I decided to go for it," she says.

Susan started the *Opdivo* + *Yervoy* regimen in December 2014. Now, what tumor remains is benign. Susan is optimistic about enjoying her winters in Florida. The *Opdivo* + *Yervoy* regimen is the first and only approved combination of two Immuno-Oncology treatments available to fight metastatic melanoma.

You have talked about the company entering an exciting new chapter in its history. What do you hope will be written about Bristol-Myers Squibb a year from now?

We are indeed entering an exciting new chapter for the company, one in which we will continue to focus on patients and deliver transformative, very innovative medicines to patients to address areas of significant unmet need. I look forward to continuing to hear that we are a patient-centered organization, one that delivers truly meaningful innovation, and a company of great people.

OUR RESPONSIBILITY AS A GLOBAL CITIZEN

As a global company, we value our role as a conscientious citizen, one that improves health and promotes economic, social and environmental sustainability. Through the Bristol-Myers Squibb Foundation, we seek to promote health equity and improve the health outcomes of communities disproportionately affected by serious diseases worldwide. In addition to discovering, developing and delivering innovative medicines, Bristol-Myers Squibb provides free medicines to thousands of patients through our patient assistance programs and with the help of our global disaster relief partners. Bristol-Myers Squibb is also committed to promoting a diverse and inclusive culture, fostering a safe, healthy work environment and protecting natural resources.

Transformational Giving: Addressing Health Disparities Through Corporate Philanthropy

2015 marked the Bristol-Myers Squibb Foundation's 60th year. Since its beginning, the Foundation has become increasingly bold and innovative in redefining the role of corporate philanthropy and addressing serious health disparities in communities worldwide.

Through its programs and initiatives, the Foundation seeks to play a catalytic role in the development and testing of innovative strategies and models to address serious health issues with the goal of truly making a difference. The Foundation and its partners identify gaps and barriers to health care and help to bridge or overcome them by strengthening community-based health care worker capacity, integrating medical care and supportive services, and mobilizing communities in the fight against disease.

Developing Sustainable Solutions for Vulnerable Populations

In 1999, the company took a bold stand against an immensely daunting problem: HIV/AIDS in Africa. The goal was to develop sustainable solutions for vulnerable populations in sub-Saharan Africa, particularly women and children. The Foundation started small, testing hypotheses and finding the best solutions for local communities so that they can make meaningful, long-term changes. The program was

WORKING TOGETHER for Patients

PHILLIP BOYNTON

Bridging Cancer Care

In February 2015, the Bristol-Myers Squibb Foundation announced a three-year, $1.74 million grant to the GRU Cancer Center in Augusta, Georgia, for a pilot program to reduce the burden of lung cancer among underserved populations in Georgia's Central Savannah River Area. The grant, which was made through the Foundation's *Bridging Cancer Care* initiative, is helping GRU roll out its cancer-Community Awareness Access Research and Education Initiative, or c-CARE, which seeks to deliver a series of modules that focuses on cancers that are preventable or may be detectable early enough to improve outcomes. Through c-CARE, GRU collaborates with churches, health clinics and a community recreation center to reach people in need and connect them to smoking cessation clinics and lung cancer screening.

Last November, Phillip Boynton, 56, a part-time worker, landscaper and former smoker, wasn't feeling well. He had chest pain and a cough. He complained to a doctor at an Augusta community health clinic that "something's going on inside of me." The doctor believed Phillip was at risk for lung cancer, and thought that the symptoms he was feeling, while they were vague, were troubling. Fortunately, he was familiar with c-CARE services through a cancer prevention and educational outreach program that GRU had undertaken in the area. He referred Philip to the program.

At GRU, technicians ran a CT scan. "I was worried," says Phillip. But the results came back negative; Phillip didn't have lung cancer after all. Clearly relieved, he says, "I wouldn't have gotten the test because I didn't have the money. Now, a burden has been lifted."

Phillip is having further examinations at the community clinic and elsewhere to determine the cause of his symptoms, although, he says, "I feel a whole lot better knowing I don't have lung cancer."

"I FEEL A WHOLE LOT BETTER KNOWING I DON'T HAVE LUNG CANCER."

called *SECURE THE FUTURE.*

Now, having committed more than $180 million, *SECURE THE FUTURE* has expanded to a comprehensive seven-country program focused on community-based treatment support, adolescent and teen HIV programs and building non-governmental organization management and leadership capacity. *SECURE THE FUTURE* is also working in cervical and breast cancers as part of Pink Ribbon Red Ribbon, a public/private partnership that includes UNAIDS, PEPFAR, the George W. Bush Institute, Susan B. Komen Foundation and other partners. It is also helping with the World Health Organization's Engage-TB program and has recently awarded its first grants to address hepatitis C in sub-Saharan Africa.

SECURE THE FUTURE has touched the lives of millions. And through it, the Foundation has learned to improve sustainable health outcomes by creating partnerships on the ground and mobilizing communities. These learnings can be applied to other diseases in other societies worldwide.

Addressing Health Inequities: Driving Change Through Bold Actions

The Foundation seeks to make an impact wherever the need is greatest. Currently, the Foundation helps address health inequities in six geographic and disease-specific programs:

- **Lung cancer in the U.S.** Through *Bridging Cancer Care*, the Foundation is targeting Southeastern states that have the highest incidence of lung cancer to help reduce disease burden among underserved populations. Recently, the Foundation announced new grants totaling $12 million in partnerships with the American Cancer Society, the Georgia Regents University Cancer Center, the Kentucky Cancer Consortium, the Lung Cancer Alliance and the Patient Advocate Foundation.
- **HIV and comorbid diseases such as cervical and breast cancers in sub-Saharan Africa.** About 23.5 million people in the region live with HIV, including 90 percent of the world's children who are affected by HIV; through *SECURE THE FUTURE*, the Foundation is also working to raise awareness about cervical and breast cancer.
- **Hepatitis B and C in China and India.** The Foundation's *Delivering Hope* initiative helps communities and health care workers in China and India address hepatitis B and C. Since 2002, *Delivering Hope* has awarded more than $15 million to 50 projects.
- **Veterans' mental health and well-being in the U.S.** The Foundation's *Mental Health & Well-Being* initiative focuses on providing for the mental health and community reintegration needs of veterans, military service members, their families and the families of the fallen.
- **Type 2 diabetes in the U.S., China and India.** Through *Together on Diabetes*, the Foundation is working with community-based, regional and national partners to expand patient self-management education and community resources. While grant making concluded in December 2013, the Foundation remains engaged through 2018 in the U.S. and 2016 in China and India.
- **Cancer nursing in Central and Eastern Europe.** Building nursing capacity as part of *Bridging Cancer Care*.

Proudly Improving Access to Specialty Care for Vulnerable Populations

In 2015, the Foundation introduced a new funding initiative to improve

AN INDUSTRY LEADER IN ADVANCING SUSTAINABILITY

Bristol-Myers Squibb is recognized as an industry leader in setting innovative and ambitious sustainability goals.

The company is implementing a new set of comprehensive and global five-year goals — the Sustainability 2020 Goals — that will strengthen our fundamental business and support our position as a sustainability leader.

Among our 2020 Goals is the objective to optimize development timelines such as R&D processes and data packaging to enable greater speed to patients. Patient access to medicines will be enhanced through tiered pricing, voluntary licensing, access and reimbursement support, patient assistance programs and Foundation partnerships. Bristol-Myers Squibb also plans to improve safe behaviors and build a more globally diverse and inclusive workforce. The 2020 Goals include ensuring reliable supply, engaging with our critical suppliers and assessing those in high risk countries for conformance with labor and integrity standards. Also, the company will continue to improve our environmental footprint with greenhouse gas and water reduction goals.

access to specialty care in the U.S. for vulnerable people living with lung cancer, skin cancer or HIV. The Foundation is supporting efforts to build collaborations between specialists and primary care providers, as well as patient engagement and social support services. Among the partners and projects are the Ralph Lauren Cancer Center with Memorial Sloan Kettering Cancer Center, which are implementing a lung cancer screening program in East Harlem, New York; the Washington AIDS Partnership, which is testing a mobile care team model in collaboration with the D.C. Department of Health, HIV/AIDS, Hepatitis, STD and TB Administration; the Association of Community Cancer Centers, which is developing a care coordination model for Medicaid patients; and Farmworkers Justice, which is connecting farmworkers to skin cancer education, screening, treatment and care services.

In total, the Foundation funded 80 projects in 2015, with 988 contributing partnerships, directly serving more than 184,000 individuals from disproportionately affected populations. Nearly 82,000 patients have been diagnosed with target diseases through screening programs. In addition, Foundation-supported initiatives provided training for nearly 100,000 health workers.

With a cash budget of $23.3 million in 2015, the Bristol-Myers Squibb Foundation is by no means the largest corporate philanthropy, but it is among the most strategically focused. By working directly with partners at the local level, the Foundation has demonstrated that targeted investments can be leveraged to significantly improve and sustain community-wide health outcomes, bringing new hope to underserved patients with serious diseases.

Getting Medicines to Those in Need

Some Bristol-Myers Squibb medications are available to eligible patients free of charge. In the U.S., Bristol-Myers Squibb provides free medication to qualified individuals through company-sponsored patient assistance programs and makes product donations to other charities, including the Bristol-Myers Squibb Patient Assistance Foundation (PAF). In 2015, PAF and company patient assistance programs provided nearly $700 million in free medicines to 65,000 patients, including a donation of $12.6 million in medicines to the U.S. Veterans Administration and $3 million in medicines to organizations supporting earthquake disaster relief in Nepal.

A Culture of Safety and Well-Being

Bristol-Myers Squibb received a 2015 Energy Star Partner of the Year Award from the U.S. Environmental Protection Agency and U.S. Department of Energy. Our global "Make Every Month Safe" campaign promoted a culture of safety and wellness among employees. *Corporate Responsibility* magazine's annual list of the 100 Best Corporate Citizens has ranked Bristol-Myers Squibb among the top 10 overall in 2015 and each of the last seven years. Bristol-Myers Squibb is a member of the 2015 Dow Jones Sustainability Indices, North America Index of Leading Sustainable Companies.

OUR PEOPLE AND CULTURE: A PASSION FOR THE PATIENT

We are focused on transforming how serious diseases are treated. That work begins with our most important asset – our people. We have a passion for tackling serious diseases, which inspires innovation and speed in our daily work as well as a sense of accountability to the patients we serve. There is no greater sense of responsibility than knowing patients depend on our work to deliver transformative medicines.

This is made visible through our Working Together for Patients initiative in which employees share inspiring stories about their work – a powerful statement by our people that demonstrates how patients are at the center of everything they do.

We know that a powerfully diverse and broadly inclusive workplace matters to unlocking the potential of our people so that they can help us achieve greater outcomes, particularly as our population of patients,

"WE ARE SONS, DAUGHTERS, PARENTS AND SPOUSES WHO ARE WORKING TO PROVIDE MEDICINES THAT WE HOPE WILL CONQUER THE DISEASES THAT IMPACT OUR PATIENTS WHO COULD ALSO BE OUR LOVED ONES AND INDEED MAY ONE DAY BE OURSELVES."

-Adrienne Gonzalez
Proud Bristol-Myers Squibb Employee,
Law Department

ENERGIZING OUR WORKPLACES

Bristol-Myers Squibb is making significant investments to create a new, energizing work environment that will foster greater collaboration and creativity while enabling enhanced productivity across our diverse global workforce.

One component of this investment is construction of new state-of-the-art campuses as well as renovation of existing facilities. Green technology is improving sustainability and reducing energy expenditures. Buildings are being designed with bright, open spaces to encourage conversation, while advanced workplace technologies will be installed for faster and more efficient communications. Our work environments will be places to innovate, to collaborate, to explore and to recharge. Construction has recently been completed at Uxbridge, England, (pictured at left) and Devens, Massachusetts, and is underway or will begin soon at many other sites.

Beyond changes to our physical workspace, we are investing in our people to evolve our culture to enable superior competitive performance. Through our Working Together For Patients initiative, we developed a platform for employees to share personal and patient stories to inspire, engage and unite thousands of employees across our global organization. We have designed programs that provide for the well-being of our workforce and empower financial wellness, work-life balance and health. Fun squads, farmers' markets and live musical events are among many activities which bring balance to our work experience. We encourage activities supporting sustainability and volunteerism within our communities. And the company's Helping Hands Volunteer program empowers employees to work together on meaningful projects to support and sustain local communities.

OUR FOCUS IS ON THE PATIENT

As patient needs have changed, we have evolved to meet them. Bristol-Myers Squibb is embarking on innovative ways to engage patients, who are increasingly active in managing their health care journey. We are listening to what they have to say and incorporating their insights into clinical trial protocol, design and execution. And we are creating a Universal Patient Language (UPL) to help communicate complex topics in a way that is fair, accurate and understandable.

We Listen to the Patient's Voice

"The patient population is diverse, and our clinical trials must reflect that diversity," says Lori Abrams, director of Diversity and Patient Engagement. "We partner with disease-based and minority-focused advocacy organizations to help bring awareness and accessibility to our clinical trials." Bristol-Myers Squibb is engaging organizations such as the National Medical Association and the National Minority Quality Forum, as well as faith-based and community organizations, to raise awareness of clinical trials and improve minority participation.

In perhaps a first-of-its-kind approach, Bristol-Myers Squibb is incorporating the patient's voice in clinical trial design and execution. The company has formed the Patient Engagement Network (PEN) to enable patient, caregiver, study site and advocate insights into the patient journey.

Creating a Universal Patient Language

To help patients navigate the health care landscape, Bristol-Myers Squibb is joining with patient advocacy organizations, patients, caregivers and health care providers in creating a Universal Patient Language (UPL), a set of resources including image selection, language, visualizing information and interactivity.

Among UPL's first applications is Important Safety Information (ISI) for patients. "We started by eliminating jargon and using everyday language," says Elizabeth Turcotte, UPL co-lead. The team redesigned ISI with color, visuals, icons and bold text. "We believe a more accessible format will promote safer use of our products."

The UPL may also be useful in non product-specific patient education materials, particularly with new treatment modalities such as Immuno-Oncology (I-O). In one approach, we ask patients to imagine their bodies as a garden and the soil as their immune system. Cancer cells (depicted as weeds) are destroyed by chemotherapy (weed killers), surgery (troweling) or radiation therapy (the sun). I-O is likened to a weed-control fertilizer to contain the weeds and restore the garden.

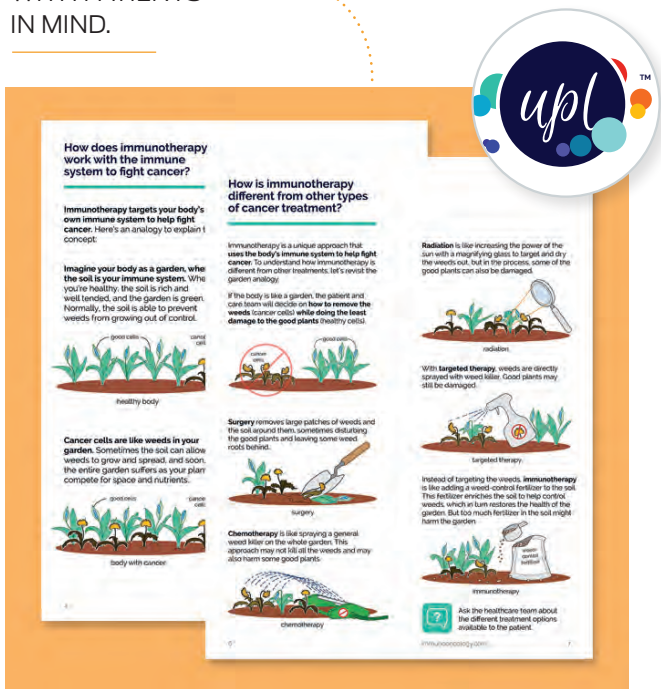
As with any new language, fluency will take time. The goal is to translate all Bristol-Myers Squibb's patient communications into the UPL.

payers and physicians becomes increasingly more diverse. Moreover, we are evolving the way we work together to ensure an appreciation of differences that make us stronger so that we can drive more inclusive dialogue, constructive debate and challenge the status quo by embracing new ideas. We know that this level of focus is helping us harness the competitive advantage of our people to deliver improved outcomes for patients with the highest standards of quality, uncompromising ethics, compliance and integrity.

The impact of our culture is evidenced in our work in Immuno-Oncology, hepatitis C and cardiovascular diseases where treatment paradigms have been rewritten; our Foundation where we promote health equity in underserved populations; elevated measurements of company pride; and numerous industry recognitions – including being named by Fast Company magazine as one of the World's Most Innovative Companies for 2016.

By empowering our people to pursue innovative ideas, grow in an inclusive and energizing environment, and have leaders who invest in them, Bristol-Myers Squibb is more than a place to work – it's a culture built by a dedicated team of people focused on helping others.

CREATING BETTER COMMUNICATIONS WITH PATIENTS IN MIND.



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MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

EXECUTIVE SUMMARY

Bristol-Myers Squibb Company (which may be referred to as Bristol-Myers Squibb, BMS, the Company, we, our or us) is a global specialty biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

Our revenues increased by 4% in 2015 as a result of recently launched products such as our Hepatitis C Franchise (including previously deferred revenue in France) and *Opdivo* (nivolumab) and continued sales growth in *Eliquis* (apixaban). These impacts were partially offset by the changes in foreign currency rates, expiration of our U.S. and European Union (EU) commercialization rights to *Abilify** (aripiprazole), competitive pressures resulting from exclusivity losses and other factors for *Baraclude* (entecavir), *Reyataz* (atazanavir sulfate) and *Sustiva* (efavirenz) in certain markets and the expiration/transfer of certain licensing and royalty rights.

The decrease in GAAP earnings per share (EPS) from $1.20 in 2014 to $0.93 in 2015 was due to higher research and development expenses as a result of upfront payments for licensing and asset acquisitions of investigational compounds. The tax impact of specified items contributed to the changes in the effective tax rate, including the non-tax-deductible research and development charges for the acquisitions of Flexus Biosciences, Inc. (Flexus) and Cardioxyl Pharmaceuticals, Inc. (Cardioxyl). After adjusting for specified items, the increase in non-GAAP EPS from $1.85 in 2014 to $2.01 in 2015 was primarily due to higher revenues.

Highlights

The following table summarizes our financial information:

	Year Ended December 31,		
Dollars in Millions, except per share data	**2015**	2014	2013
Total Revenues	**$ 16,560**	$ 15,879	$ 16,385
Total Expenses	**14,483**	13,498	13,494
Earnings before Income Taxes	**2,077**	2,381	2,891
Provision for Income Taxes	**446**	352	311
Effective tax rate	***21.5%***	*14.8%*	*10.8%*
Net Earnings Attributable to BMS			
GAAP	**1,565**	2,004	2,563
Non-GAAP	**3,378**	3,085	3,019
Diluted Earnings Per Share			
GAAP	**0.93**	1.20	1.54
Non-GAAP	**2.01**	1.85	1.82
Cash, Cash Equivalents and Marketable Securities	**8,930**	11,843	8,272

Our non-GAAP financial measures, including non-GAAP earnings and related EPS information, are adjusted to exclude specified items which represent certain costs, expenses, gains and losses and other items impacting the comparability of financial results. For a detailed listing of all specified items and further information and reconciliations of non-GAAP financial measures refer to "—Non-GAAP Financial Measures."

Significant Product and Pipeline Approvals

We received over 100 approvals for new medicines and additional indications and formulations of currently marketed medicines including over 20 in major markets (the U.S., EU and Japan). The following is a summary of some of the more significant approvals received in 2015.

Product	Date	Approvals
Opdivo	December 2015	Japanese Ministry of Health, Labour and Welfare manufacturing and marketing approval for patients with unresectable, advanced or recurrent non-small cell lung cancer (NSCLC), received by Ono Pharmaceutical Co., Ltd. (Ono).
	November 2015	U.S. Food and Drug Administration (FDA) approval as a single agent for the treatment of previously untreated patients with BRAF V600 wild-type unresectable or metastatic melanoma
	November 2015	FDA approval for the treatment of previously treated patients with advanced (metastatic) renal cell carcinoma (RCC)
	October 2015	FDA approval for the treatment of previously treated patients with non-squamous (NSQ) NSCLC
	July 2015	EU approval for the treatment of locally advanced or metastatic squamous (SQ) NSCLC after prior chemotherapy
	June 2015	EU approval for the treatment of both first-line and previously treated unresectable or metastatic melanoma patients, regardless of BRAF status
	March 2015	FDA approval for the treatment of patients with advanced SQ NSCLC with progression on or after platinum-based chemotherapy
Opdivo+ *Yervoy* (ipilimumab)	September 2015	FDA approval for the treatment of patients with BRAF V600 wild-type unresectable or metastatic melanoma
Yervoy	October 2015	FDA approval for the adjuvant treatment of patients with cutaneous melanoma
	July 2015	Japanese Ministry of Health, Labour and Welfare approval for first and second line treatment for unresectable malignant melanoma
Empliciti (elotuzumab)	November 2015	FDA approval for the treatment of multiple myeloma as combination therapy with *Revlimid** and dexamethasone in patients who have received one to three prior therapies
Hepatitis C Portfolio - *Daklinza* (daclatasvir)	July 2015	FDA approval for use with sofosbuvir for the treatment of patients with chronic hepatitis C virus (HCV) genotype 3

Refer to "—Product and Pipeline Developments" for all of the developments in our marketed products and late-stage pipeline in 2015.

Strategy

We have transitioned to a specialty biopharmaceutical company, with a strategy designed to leverage both the reach and resources of a major pharmaceutical company as well as the entrepreneurial spirit and agility of a biotech firm. We are focused on discovering, developing and delivering innovative medicines that address serious unmet medical needs. Our four strategic priorities are to drive business performance, maintain our leadership in immuno-oncology, maintain a diversified portfolio both within and outside of immuno-oncology, and continue our disciplined approach to capital allocation, with business development as a top priority.

We are developing new medicines in the following core therapeutic areas: oncology, immuno-oncology, immunoscience, cardiovascular diseases, fibrosis and genetically defined diseases. We are pioneering innovative medicines in the area of immuno-oncology which unlock the body's own immune system to battle cancer. *Yervoy*, our first immuno-oncology agent, was introduced in 2011 for the treatment of metastatic melanoma. During 2015, we announced several significant clinical and regulatory milestones in the U.S. and EU for *Opdivo*, a programmed death receptor-1 (PD-1) immune checkpoint inhibitor. Within 12 months of *Opdivo's* first approval in the U.S. for metastatic melanoma in late December 2014, we worked with unprecedented speed with the FDA and received five additional U.S. approvals for indications across three different tumor types, transforming cancer care in advanced NSCLC, melanoma and RCC. As of the end of 2015, *Opdivo* was approved in 43 countries. We continue to invest significantly in our deep pipeline of innovative medicines covering a broad array of cancers and have entered into several collaboration agreements to research and develop *Opdivo* and other approved or investigational oncology agents in combination regimens. Additionally in 2015, we enhanced our portfolio by acquiring rights to novel assets across several therapeutic areas including cardiovascular diseases and fibrosis.

We are evolving our commercial model and growing our marketed product portfolio in a manner consistent with our overall strategy. In oncology, we are building on the rapid commercial acceptance of *Opdivo*, which had revenues of approximately $900 million, and the continued success of *Yervoy* and *Sprycel* (dasatinib). Beyond oncology, we remain strongly committed to *Orencia* (abatacept) and *Eliquis*, each with revenues of approximately $1.9 billion in 2015. In 2015, we received U.S. approval for *Daklinza* for use with sofosbuvir for the treatment of patients with chronic HCV genotype 3. We also continue to support key brands in our virology franchise such as *Reyataz, Baraclude* and the *Sustiva Franchise*.

In December 2015, we announced the divestiture of our pipeline of investigational human immunodeficiency virus (HIV) medicines to ViiV Healthcare, a global specialist company exclusively dedicated to finding new medicines for people living with HIV. This transaction will allow us to focus on therapeutic areas which are a priority and will drive the greatest long-term value to us.

Looking ahead, we will continue to implement our biopharma strategy by driving the growth of key brands, executing new product launches, investing in our diverse and innovative pipeline, including through business development, focusing on prioritized markets, increasing investments in our biologics manufacturing capabilities and maintaining a culture of continuous improvement.

Acquisition and Licensing Arrangements

Acquisition and licensing transactions allow us to focus our resources behind our growth opportunities that drive the greatest long-term value. We are focused on the following core therapeutic areas: oncology, immuno-oncology, immunoscience, cardiovascular diseases, fibrosis and genetically defined diseases. Significant transactions entered into in 2015 are summarized below:

Kyorin Pharmaceutical Co., Ltd. (Kyorin)

In December 2015, BMS and Kyorin entered into an exclusive worldwide license agreement granting BMS the right to develop, manufacture and commercialize Kyorin's FPR2 agonist program. Kyorin will have an option to collaborate with BMS in the development and commercialization in Japan.

Cardioxyl

In December 2015, BMS acquired all of the outstanding shares of Cardioxyl, a privately held biotechnology company focused on the discovery and development of novel therapeutic agents for cardiovascular disease. The acquisition provided BMS with full rights to CXL-1427, a nitroxyl prodrug in Phase II development for acute decompensated heart failure.

Five Prime Therapeutics, Inc. (Five Prime)

In November 2015, BMS and Five Prime entered into an exclusive worldwide licensing and collaboration agreement for the development and commercialization of Five Prime’s colony stimulating factor 1 receptor (CSF1R) antibody program, including FPA008 currently in Phase I development for immunology and oncology indications. BMS will be responsible for the development, manufacturing and commercialization of FPA008, subject to Five Prime’s option to conduct certain studies at its cost to develop FPA008 in pigmented vilonodular synovitis (PVNS) and in combination with its own internal oncology pipeline assets. Five Prime also retained an option to co-promote in the U.S. The agreement replaces a previous clinical collaboration agreement between the two parties.

Promedior, Inc. (Promedior)

In September 2015, the Company purchased a warrant that gives BMS the exclusive right to acquire Promedior and gain worldwide rights to its lead asset, PRM-151, a recombinant form of human pentraxin-2 protein in Phase II development for the treatment of idiopathic pulmonary fibrosis (IPF) and myelofibrosis (MF). PRM-151 has been granted Fast Track designation in the U.S. and Orphan designation in the U.S. and Europe for the treatment of MF. In addition, PRM-151 has been granted Orphan Designation in the U.S. and Europe for the treatment of IPF.

uniQure N.V. (uniQure)

In May 2015, the Company entered into a collaboration and license agreement with uniQure granting BMS an exclusive license to uniQure’s gene therapy technology platform for specific collaboration targets. The potential gene therapy products for such collaboration targets developed with uniQure’s platform may be developed for any disease, although the parties intend to focus initially on cardiovascular diseases. The collaboration includes uniQure’s proprietary gene therapy program for congestive heart failure that is intended to restore the heart’s ability to synthesize S100A1, a calcium sensor and master regulator of heart function, and thereby improve clinical outcomes for patients with reduced ejection fraction. In total, the companies may collaborate on 10 targets, including S100A1. BMS will be solely responsible for global commercialization of all products from the collaboration. In August 2015, the Company selected three additional collaboration targets.

In 2015, the Company acquired 2.4 million shares of uniQure in two separate tranches, or 9.9% of uniQure's outstanding shares immediately following the second of the two acquisitions. The Company also has been granted two warrants under which the Company has the right to purchase additional shares that, together with the shares currently owned by BMS, would equal 19.9% of uniQure's oustanding shares immediately after such issuance. The exercise of each warrant is conditioned upon the designation by BMS of a certain number of additional collaboration targets and the payment by BMS to uniQure of related fees under the collaboration and license agreement.

Flexus

In April 2015, the Company acquired all of the outstanding shares of Flexus, a privately held biotechnology company focused on discovering and developing novel anti-cancer therapeutics. The acquisition provided BMS with full rights to F001287, a preclinical small molecule IDO1-inhibitor targeted immunotherapy with potential to be used in combination with BMS's immuno-oncology portfolio. In addition, the transaction included Flexus's IDO/TDO discovery program which includes its IDO-selective, IDO/TDO dual and TDO-selective compounds.

Novo Nordisk A/S (Novo Nordisk)

In March 2015, the Company acquired an exclusive global license from Novo Nordisk to a discovery biologics research program focused on modulating the innate immune system as a therapy for autoimmune diseases.

Bavarian Nordic A/S (Bavarian Nordic)

In March 2015, the Company acquired an exclusive option to globally license and commercialize *Prostvac**, Bavarian Nordic's investigational Phase III prostate-specific antigen-targeting cancer immunotherapy in development for the treatment of asymptomatic or minimally symptomatic metastatic castration-resistant prostate cancer.

Rigel Pharmaceuticals, Inc. (Rigel)

In February 2015, the Company executed an agreement with Rigel for the discovery, development and global commercialization of cancer immunotherapies based on Rigel's extensive portfolio of small molecule TGF beta receptor kinase inhibitors. The collaboration will focus on developing a new class of therapeutics aimed at increasing the immune system's activity against various cancers either as monotherapy or in combination with immune checkpoint inhibitors, including *Opdivo* and *Yervoy*.

California Institute for Biomedical Research (Calibr)

In January 2015, the Company entered into a worldwide research collaboration with Calibr to develop novel small molecule anti-fibrotic therapies, and an exclusive global license agreement that allows the Company to develop, manufacture and commercialize Calibr's preclinical compounds resulting from the collaboration.

RESULTS OF OPERATIONS

Total Revenues

The composition of the changes in revenues was as follows:

	Year Ended December 31,			2015 vs. 2014		2014 vs. 2013	
	Total Revenues			Analysis of % Change		Analysis of % Change	
Dollars in Millions	**2015**	2014	2013	Total Change	Foreign Exchange[b]	Total Change	Foreign Exchange[b]
United States	**$ 8,188**	$ 7,716	$ 8,318	6 %	—	(7)%	—
Europe	**3,491**	3,592	3,930	(3)%	(17)%	(9)%	—
Rest of the World	**4,142**	3,459	3,295	20 %	(13)%	5 %	(5)%
Other[a]	**739**	1,112	842	(34)%	N/A	32 %	N/A
Total	**$ 16,560**	$ 15,879	$ 16,385	4 %	(7)%	(3)%	(1)%

(a) Other revenues include royalties and alliance-related revenues for products not sold by our regional commercial organizations.
(b) Foreign exchange impacts were derived by applying the prior period average currency rates to the current period sales.

The increase in U.S. revenues in 2015 resulted from the launch of *Opdivo* and *Daklinza* and higher demand for *Eliquis* and *Sprycel* partially offset by the expiration of commercialization rights to *Abilify** and the transfer of *Erbitux** in North America. Average U.S. net selling prices increased by approximately 3%. Refer to "—Product Sales Discussion" below for additional information.

The decrease in U.S. revenues in 2014 resulted from the diabetes business divestiture in February 2014 partially offset by higher demand for *Eliquis, Yervoy* and *Sprycel* and higher average net selling prices of approximately 3%.

The decrease in Europe revenues in 2015 resulted from unfavorable foreign exchange and the expiration of commercialization rights to *Abilify** in the EU in June 2014 partially offset by the launch of *Daklinza* in certain EU countries in the third quarter of 2014 and higher demand for *Eliquis*. Revenues were also impacted by approximately $170 million of *Daklinza* net product sales for amounts previously deferred in 2014 until final pricing was obtained in France which occurred in 2015. Revenues continue to be negatively impacted in many European countries as healthcare payers, including government agencies, continued to reduce healthcare costs through actions that directly or indirectly impose additional price reductions.

The decrease in Europe revenues in 2014 resulted from the expiration of EU commercialization rights to *Abilify** in June 2014, the diabetes business divestiture and the loss of exclusivity of *Sustiva* in November 2013 partially offset by higher demand for *Eliquis, Yervoy* and *Orencia* and the launch of *Daklinza* in certain EU countries in the third quarter of 2014.

The increase in Rest of the World revenues in 2015 resulted from the launch of the *Daklinza* and *Sunvepra* dual regimen in Japan in the third quarter of 2014 and higher demand for *Eliquis*, partially offset by unfavorable foreign exchange (primarily in Japan).

The increase in Rest of the World revenues in 2014 resulted from higher demand for key products, particularly *Eliquis*, *Yervoy, Sprycel* and the launch of the *Daklinza* and *Sunvepra* dual regimen in Japan in the third quarter of 2014 partially offset by the diabetes business divestiture and unfavorable foreign exchange (primarily in Japan).

The decrease in Other revenues in 2015 resulted from the expiration/transfer of certain licensing and royalty rights. The increase in Other revenues in 2014 resulted from higher royalties, mature brand and over-the-counter product alliances and diabetes product supply sales in 2014. Refer to "Item 8. Financial Statements—Note 3. Alliances" for further discussion of the alliances.

No single country outside the U.S. contributed more than 10% of total revenues in 2015, 2014 or 2013 except for Japan which contributed 10% of total revenues in 2015.

We recognize revenue net of gross-to-net adjustments that are further described in "—Critical Accounting Policies". Our share of certain *Abilify** and *Atripla** revenues is reflected net of all gross-to-net adjustments in alliance and other revenues. Although not presented as a gross-to-net adjustment in the below tables, our share of *Abilify** and *Atripla** gross-to-net adjustments were approximately $1.1 billion in 2015, $1.6 billion in 2014 and $1.3 billion in 2013. These gross-to-net adjustments decreased in 2015 due to the expiration of our U.S. commercialization rights to *Abilify** in April 2015.

The activities and ending reserve balances for each significant category of gross-to-net adjustments were as follows:

Dollars in Millions	Charge-Backs and Cash Discounts	Medicaid and Medicare Rebates	Sales Returns	Other Rebates, Discounts and Adjustments	Total
Balance at January 1, 2014	$ 49	$ 286	$ 279	$ 324	$ 938
Provision related to sale made in:					
Current period	755	574	94	776	2,199
Prior period	—	(23)	(33)	(10)	(66)
Returns and payments	(748)	(570)	(105)	(711)	(2,134)
Foreign currency translation and other	—	—	(3)	(27)	(30)
Balance at December 31, 2014	$ 56	$ 267	$ 232	$ 352	$ 907
Provision related to sale made in:					
Current period	1,043	878	109	1,206	3,236
Prior period	—	(19)	(73)	(23)	(115)
Returns and payments	(1,002)	(688)	(85)	(782)	(2,557)
Foreign currency translation and other	—	(4)	(2)	(44)	(50)
Balance at December 31, 2015	**$ 97**	**$ 434**	**$ 181**	**$ 709**	**$ 1,421**

The reconciliation of gross product sales to net product sales (which excludes alliance and other revenues) by each significant category of gross-to-net adjustments was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Gross product sales	**$ 17,166**	$ 13,793	$ 14,391
Gross-to-Net Adjustments			
Charge-backs and cash discounts	**(1,043)**	(755)	(717)
Medicaid and Medicare rebates	**(859)**	(551)	(490)
Sales returns	**(36)**	(61)	(62)
Other rebates, discounts and adjustments	**(1,183)**	(766)	(818)
Total Gross-to-Net Adjustments	**(3,121)**	(2,133)	(2,087)
Net product sales	**$ 14,045**	$ 11,660	$ 12,304

Gross-to-net adjustment rates are primarily a function of changes in revenue mix and contractual and legislative discounts and rebates. Gross-to-net adjustments increased in 2015 and 2014 due to:

- Charge-backs and cash discounts increased in 2015 primarily due to higher product sales in the U.S., particularly regarding *Eliquis* and *Opdivo*.
- Medicaid and Medicare rebates increased in 2015 primarily due to higher product sales and rebate rates in the U.S., particularly Medicare for *Eliquis*. Medicaid and Medicare rebates increased in 2014 primarily due to higher Medicare sales and rebate rates for *Eliquis*, and higher Medicaid rebates on virology products due to price increase limitations, partially offset by the diabetes business divestiture in February 2014.
- The U.S. sales return reserve for *Plavix** was reduced by $63 million in 2015, $30 million in 2014 and $22 million in 2013 after considering several factors including actual return experience and estimated inventory levels in the distribution channels. In accordance with Company policy, these products are eligible to be returned between six months prior to and twelve months after product expiration. The U.S. sales return reserve for *Plavix** was not material at December 31, 2015.
- Other rebates, discounts and adjustments increased in 2015 primarily due to additional rebates and discounts for *Daklinza* (including approximately $180 million upon obtaining final pricing in France for amounts deferred through March 31, 2015) and *Eliquis*.

Product Revenues

Dollars in Millions	Year Ended December 31, 2015	2014	2013	% Change 2015 vs. 2014	2014 vs. 2013	% Change Attributable to Foreign Exchange 2015 vs. 2014	2014 vs. 2013
Virology							
Baraclude (entecavir)	**$ 1,312**	$ 1,441	$ 1,527	(9)%	(6)%	(7)%	(2)%
U.S.	**135**	215	289	(37)%	(26)%	—	—
Non-U.S.	**1,177**	1,226	1,238	(4)%	(1)%	(9)%	(2)%
Hepatitis C Franchise *(daclatasvir and asunaprevir)*	**1,603**	256	—	**	N/A	N/A	N/A
U.S.	**323**	—	—	N/A	N/A	—	—
Non-U.S.	**1,280**	256	—	**	N/A	N/A	N/A
Reyataz (atazanavir sulfate) Franchise	**1,139**	1,362	1,551	(16)%	(12)%	(5)%	(1)%
U.S.	**591**	689	769	(14)%	(10)%	—	—
Non-U.S.	**548**	673	782	(19)%	(14)%	(11)%	(3)%
Sustiva (efavirenz) Franchise	**1,252**	1,444	1,614	(13)%	(11)%	—	—
U.S.	**1,041**	1,118	1,092	(7)%	2 %	—	—
Non-U.S.	**211**	326	522	(35)%	(38)%	(1)%	—
Oncology							
Empliciti (elotuzumab)	**3**	—	—	N/A	N/A	N/A	N/A
U.S.	**3**	—	—	N/A	N/A	—	—
Erbitux (cetuximab)*	**501**	723	696	(31)%	4 %	—	N/A
U.S.	**487**	682	682	(29)%	—	—	—
Non-U.S.	**14**	41	14	(66)%	**	(3)%	N/A
Opdivo (nivolumab)	**942**	6	—	**	N/A	N/A	N/A
U.S.	**823**	1	—	**	N/A	—	—
Non-U.S.	**119**	5	—	**	N/A	N/A	N/A
Sprycel (dasatinib)	**1,620**	1,493	1,280	9 %	17 %	(8)%	(2)%
U.S.	**829**	671	541	24 %	24 %	—	—
Non-U.S.	**791**	822	739	(4)%	11 %	(16)%	(5)%
Yervoy (ipilimumab)	**1,126**	1,308	960	(14)%	36 %	(7)%	(2)%
U.S.	**602**	709	577	(15)%	23 %	—	—
Non-U.S.	**524**	599	383	(13)%	56 %	(16)%	(4)%
Neuroscience							
Abilify (aripiprazole)*	**746**	2,020	2,289	(63)%	(12)%	(1)%	—
U.S.	**600**	1,572	1,519	(62)%	3 %	—	—
Non-U.S.	**146**	448	770	(67)%	(42)%	(4)%	—
Immunoscience							
Orencia (abatacept)	**1,885**	1,652	1,444	14 %	14 %	(6)%	(2)%
U.S.	**1,271**	1,064	954	19 %	12 %	—	—
Non-U.S.	**614**	588	490	4 %	20 %	(18)%	(6)%
Cardiovascular							
Eliquis (apixaban)	**1,860**	774	146	**	**	N/A	N/A
U.S.	**1,023**	404	97	**	**	—	—
Non-U.S.	**837**	370	49	**	**	N/A	N/A
Mature Products and All Other	**2,571**	3,400	4,878	(24)%	(30)%	(6)%	(1)%
U.S.	**460**	591	1,798	(22)%	(67)%	—	—
Non-U.S.	**2,111**	2,809	3,080	(25)%	(9)%	(7)%	(2)%

** Change in excess of 100%

Baraclude — an oral antiviral agent for the treatment of chronic hepatitis B.

- U.S. revenues decreased in both periods following the loss of exclusivity in September 2014.
- International revenues decreased in 2015 due to unfavorable foreign exchange partially offset by higher demand in certain countries.

Hepatitis C Franchise — Includes *Daklinza* - an NS5A replication complex inhibitor (revenues of $1,315 million in 2015 and $201 million in 2014) and *Sunvepra* (asunaprevir) - an NS3 protease inhibitor (revenues of $288 million in 2015 and $55 million in 2014).

- *Daklinza* was launched in the U.S. in July 2015. Additional competition is expected in the U.S. during 2016.
- *Daklinza* was launched in Germany and certain other EU countries in the third quarter of 2014 and subsequently approved in other international markets during 2015. The *Daklinza* and *Sunvepra* dual regimen was launched in Japan in the third quarter of 2014. International revenues also includes $170 million of previously deferred revenue in France recognized in 2015. International revenues are expected to significantly decline in 2016 due to increased competition primarily in Japan.

Reyataz Franchise — a protease inhibitor for the treatment of HIV, which includes *Reyataz* and is also included in the combination therapy, *Evotaz* (atazanavir 300 mg and cobicistat 150 mg).

- U.S. revenues decreased in both periods due to lower demand resulting from increased competition.
- International revenues decreased in both periods due to unfavorable foreign exchange and lower demand resulting from increased competition.

Sustiva Franchise — a non-nucleoside reverse transcriptase inhibitor for the treatment of HIV, which includes *Sustiva*, an antiretroviral drug, and bulk efavirenz, which is also included in the combination therapy, *Atripla**.

- U.S. revenues decreased in 2015 due to lower demand resulting from increased competition partially offset by higher average net selling prices. U.S. revenues increased in 2014 due to higher average net selling prices partially offset by lower demand.
- International revenues decreased in both periods due to *Sustiva's* loss of exclusivity in Europe in November 2013, which continues to negatively impact demand, average net selling prices and *Atripla** revenue sharing.

Empliciti — a humanized monoclonal antibody for the treatment of multiple myeloma.

- *Empliciti* was launched in the U.S. in December 2015.

*Erbitux** — a monoclonal antibody designed to exclusively target and block the Epidermal Growth Factor Receptor, which is expressed on the surface of certain cancer cells in multiple tumor types as well as normal cells and is currently indicated for use in the treatment of patients with certain types of metastatic colorectal cancer and squamous cell carcinoma of the head and neck.

- U.S. revenues decreased in 2015 due to BMS transferring its rights to *Erbitux** in North America to Eli Lilly and Company (Lilly) in October 2015. Refer to "Item 8. Financial Statements—Note 3. Alliances" for further discussion.

Opdivo — a fully human monoclonal antibody that binds to the programmed death receptor-1 (PD-1) on T and natural killer T (NKT) cells that has been approved and continues to be investigated as an anti-cancer treatment.

- U.S. revenues increased in 2015 due to the launch of *Opdivo* in December 2014 for the treatment of unresectable melanoma and subsequent approvals for additional indications in 2015, including in NSQ and SQ NSCLC and RCC, as well as the rapid commercial acceptance of *Opdivo* throughout the year. Refer to "—Significant Product and Pipeline Approvals" for further discussion on the additional *Opdivo* approvals in 2015.
- *Opdivo* was launched in Japan in September 2014 and was subsequently approved in the EU in June 2015 for the treatment of unresectable melanoma and in July 2015 for the treatment of advanced SQ NSCLC. *Opdivo* also was approved in other international markets in 2015.

Sprycel — an oral inhibitor of multiple tyrosine kinases indicated for the first-line treatment of adults with Philadelphia chromosome-positive chronic myeloid leukemia in chronic phase and the treatment of adults with chronic, accelerated, or myeloid or lymphoid blast phase chronic myeloid leukemia with resistance or intolerance to prior therapy, including *Gleevec** (imatinib mesylate).

- U.S. revenues increased in both periods primarily due to higher demand.
- International revenues decreased in 2015 due to unfavorable foreign exchange partially offset by higher demand. International revenues increased in 2014 primarily due to higher demand partially offset by unfavorable foreign exchange.

Yervoy — a monoclonal antibody for the treatment of patients with unresectable or metastatic melanoma.

- U.S. revenues decreased in 2015 due to lower demand resulting from the introduction of other immuno-oncology products being used to treat patients with melanoma, including *Opdivo*. U.S. revenues increased in 2014 due to higher demand.
- International revenues decreased in 2015 due to unfavorable foreign exchange. International revenues increased in 2014 due to higher demand.

*Abilify** — an antipsychotic agent for the treatment of schizophrenia, bipolar mania disorder and major depressive disorder.

- U.S. revenues decreased in 2015 due to the expiration of our commercialization rights in April 2015. U.S. revenues increased in 2014 primarily due to higher average net selling prices partially offset by the reduction in our share of *Abilify** revenues. BMS's share of *Abilify** revenue was 50% in 2015, 33% in 2014 and 34% in 2013.
- International revenues decreased in both periods following the expiration of our EU commercialization rights in June 2014 and Otsuka Pharmaceutical Co., Ltd. becoming the principal for the end customer sales in certain markets.

Orencia — a fusion protein indicated for adult patients with moderate to severe active rheumatoid arthritis (RA) and is also indicated for reducing signs and symptoms in certain pediatric patients with moderately to severely active polyarticular juvenile idiopathic arthritis.

- U.S. revenues increased in both periods due to higher average net selling prices and demand.
- International revenues increased in both periods primarily due to higher demand for the subcutaneous formulation partially offset by unfavorable foreign exchange.

Eliquis — an oral Factor Xa inhibitor, targeted at stroke prevention in nonvalvular atrial fibrillation (NVAF) and the prevention and treatment of venous thromboembolic (VTE) disorders.

- U.S. and international revenues increased in both periods due to higher demand following the 2013 launches in most major markets for the reduction of the risk of stroke and systemic embolism for patients with NVAF and the treatment of VTE in 2014 in the U.S. and in 2015 in the EU. International revenues were also impacted by unfavorable foreign exchange.

Mature Products and All Other — includes all other products, including those which have lost exclusivity in major markets, the diabetes alliance products, over-the-counter brands and royalty revenue.

- U.S. revenues decreased in both periods primarily due to the diabetes business divestiture in February 2014.
- International revenues decreased in 2015 due to the expiration/transfer of certain licensing and royalty rights, the diabetes business divestiture in February 2014, unfavorable foreign exchange and continued generic erosion. International revenues decreased in 2014 due to the diabetes business divestiture and the continued generic erosion of other products partially offset by higher alliance revenues.

Estimated End-User Demand

Pursuant to the U.S. Securities and Exchange Commission (SEC) Consent Order described below under "—SEC Consent Order", we monitor the level of inventory on hand in the U.S. wholesaler distribution channel and outside of the U.S. in the direct customer distribution channel. We are obligated to disclose products with levels of inventory in excess of one month on hand or expected demand, subject to a de minimis exception. Estimated levels of inventory in the distribution channel in excess of one month on hand for the following products were not material to our results of operations as of the dates indicated. No U.S. products had estimated levels of inventory in the distribution channel in excess of one month on hand at December 31, 2015. Below are international products that had estimated levels of inventory in the distribution channel in excess of one month on hand at September 30, 2015.

Dafalgan, an analgesic product sold principally in Europe, had 1.1 months of inventory on hand internationally at direct customers compared to 1.2 months of inventory on hand at June 30, 2015. The level of inventory on hand was primarily due to the ordering patterns of pharmacists in France.

Efferalgan, an analgesic product sold principally in Europe, had 1.4 months of inventory on hand internationally at direct customers at September 30, 2015 and June 30, 2015. The level of inventory on hand was primarily due to the ordering patterns of pharmacists in France and changes to our distribution model for over-the-counter products in Greece.

Fervex, a cold and flu product, had 2.9 months of inventory on hand at direct customers compared to 3.1 months of inventory on hand at June 30, 2015. The level of inventory on hand was primarily in Russia and France to support product seasonality.

Donormyl, a prescription sleeping aid, had 6.4 months of inventory on hand at direct customers compared to 4.8 months of inventory on hand at June 30, 2015. The level of inventory on hand was primarily in Russia and due to lower than expected demand from competitor pricing.

In the U.S., we generally determine our months on hand estimates using inventory levels of product on hand and the amount of out-movement provided by our three largest wholesalers, which account for approximately 95% of total gross sales of U.S. products. Factors that may influence our estimates include generic competition, seasonality of products, wholesaler purchases in light of increases in wholesaler list prices, new product launches, new warehouse openings by wholesalers and new customer stockings by wholesalers. In addition, these estimates are calculated using third-party data, which may be impacted by their recordkeeping processes.

For our businesses outside of the U.S., we have significantly more direct customers. Limited information on direct customer product level inventory and corresponding out-movement information and the reliability of third-party demand information, where available, varies widely. When direct customer product level inventory, ultimate patient/consumer demand or out-movement data does not exist or is otherwise not available, we have developed a variety of other methodologies to estimate such data, including using such factors as historical sales made to direct customers and third-party market research data related to prescription trends and end-user demand. Accordingly, we rely on a variety of methods to estimate direct customer product level inventory and to calculate months on hand. Factors that may affect our estimates include generic competition, seasonality of products, direct customer purchases in light of price increases, new product launches, new warehouse openings by direct customers, new customer stockings by direct customers and expected direct customer purchases for governmental bidding situations. As such, all of the information required to estimate months on hand in the direct customer distribution channel for non-U.S. business for the year ended December 31, 2015 is not available prior to the filing of this annual report on Form 10-K. We will disclose any product with levels of inventory in excess of one month on hand or expected demand, subject to a de minimis exception, in the next quarterly report on Form 10-Q.

Expenses

Dollar in Millions	2015	2014	2013	% Change 2015 vs. 2014	% Change 2014 vs. 2013
Cost of products sold	**$ 3,909**	$ 3,932	$ 4,619	(1)%	(15)%
Marketing, selling and administrative	**4,841**	4,822	4,939	—	(2)%
Research and development	**5,920**	4,534	3,731	31 %	22 %
Other (income)/expense	**(187)**	210	205	**	2 %
Total Expenses	**$ 14,483**	$ 13,498	$ 13,494	7 %	—

** Change in excess of 100%

Cost of products sold

Cost of products sold include material costs, internal labor and overhead from our owned manufacturing sites, third-party processing costs, other supply chain costs and the settlement of foreign currency forward contracts used to hedge forecasted intercompany inventory purchase transactions. Essentially all of these costs are managed by our global manufacturing and supply organization. Cost of products sold also includes royalties and profit sharing attributed to licensed products and alliances, amortization of acquired developed technology costs from business combinations and milestone payments that occur on or after regulatory approval.

Cost of products sold can vary between periods as a result of product mix and volume (particularly resulting from royalties and profit sharing expenses in connection with our alliances), changes in foreign currency, price, inflation and costs attributed to the rationalization of manufacturing sites resulting in accelerated depreciation, impairment charges and other stranded costs.

- Cost of products sold remained relatively flat in 2015 as higher profit sharing and royalties for alliances (primarily *Eliquis)* was offset by favorable foreign exchange.
- Cost of products sold decreased in 2014 primarily due to the diabetes business divestiture ($1.1 billion), partially offset by higher *Eliquis* profit sharing ($290 million) and accelerated depreciation for certain manufacturing facilities.

Marketing, selling and administrative

Marketing, selling and administrative expenses include salary and benefit costs, third-party professional and marketing fees, outsourcing fees, shipping and handling costs, advertising and product promotion and other expenses that are not attributed to product manufacturing costs or research and development expenses. Expenses are managed through regional commercialization organizations or global corporate organizations such as finance, legal, information technology and human resources. Certain expenses are shared with alliance partners based upon contractual agreements.

- Marketing, selling and administrative expenses remained relatively flat in 2015 as increased sales-related activities supporting *Eliquis*, *Opdivo* and the Hepatitis C Franchise were offset by favorable foreign exchange and $96 million of additional expenses related to the Branded Prescription Drug Fee in 2014 resulting from changes in IRS guidelines.

- Marketing, selling and administrative expenses remained relatively flat in 2014 as increased sales-related activities supporting *Eliquis*, *Yervoy*, *Opdivo* and the Hepatitis C Franchise, higher variable employee compensation and an additional Branded Prescription Drug Fee in 2014 were offset by lower expenses following the diabetes business divestiture ($500 million).
- On July 28, 2014, the IRS issued final rules and regulations for the Branded Prescription Drug Fee, an annual non-tax-deductible fee payable to the federal government under the Affordable Care Act based on an allocation of a company's market share for branded prescription drugs sold to certain government programs in the prior year. The final rules accelerated BMS's and other industry participants' expense recognition criteria for the fee obligation from the year in which the fee is paid, to the year in which the market share used to allocate the fee is determined. As a result, an additional year of expense was recognized in the third quarter of 2014, including $96 million in marketing, selling and administrative expenses and $16 million in other expense. The final rules and regulations did not change the amount or timing of annual fees to be paid.

Research and development

Research and development activities include discovery research, preclinical and clinical development, drug formulation, as well as clinical trials and medical support of marketed products. Expenses include salary and benefit costs, third-party grants and fees paid to clinical research organizations, supplies, upfront and contingent milestone payments for licensing and asset acquisitions of investigational compounds, IPRD impairment charges and proportionate allocations of enterprise-wide costs. The allocations include facilities, information technology, employee stock compensation costs and other appropriate costs. Certain expenses are shared with alliance partners based upon contractual agreements.

Expenses can vary between periods for a number of reasons, including the timing of upfront and contingent milestone payments for licensing and asset acquisitions and IPRD impairment charges.

- Research and development expenses increased in 2015 due to higher charges resulting from investigational compound acquisitions (including $800 million for Flexus and $167 million for Cardioxyl), upfront payments for new alliance and licensing agreements (including $350 million for Five Prime) and increased investments to accelerate and expand *Opdivo* development programs partially offset by lower IPRD impairment charges (including $160 million for LPA1 antagonist in 2015) and favorable foreign exchange.
- Research and development expenses increased in 2014 due to $343 million IPRD impairment charges (including $310 million for peginterferon lambda), higher variable employee compensation and clinical development costs, a $148 million charge for the acquisition of iPierian, Inc. (iPierian) and upfront and contingent milestone payments for alliance and licensing agreements of $130 million in 2014.

Refer to "Item 8. Financial Statements—Note 3. Alliances, Note 4. Acquisitions and Other Divestitures and Note 14. Goodwill and Other Intangible Assets" for further information.

Other (income)/expense

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Interest expense	**$ 184**	$ 203	$ 199
Investment income	**(101)**	(101)	(104)
Provision for restructuring	**118**	163	226
Litigation and other settlements	**159**	23	20
Equity in net income of affiliates	**(83)**	(107)	(166)
Out-licensed intangible asset impairment	**13**	29	—
Gain on sale of businesses, product lines and assets	**(196)**	(564)	(2)
Other alliance and licensing income	**(628)**	(404)	(148)
Pension charges	**160**	877	165
Loss on debt redemption	**180**	45	—
Other	**7**	46	15
Other (income)/expense	**$ (187)**	$ 210	$ 205

- Litigation and other settlements includes an additional charge of $90 million for a contractual dispute related to a license subsequent to the Company's earnings release for the fourth quarter of 2015.
- Gain on sale of businesses, product lines and assets primarily resulted from the sale of the *Ixempra** business, Mount Vernon, Indiana manufacturing facility, certain mature and other over-the-counter product businesses and the transfer of *Erbitux** in North America in 2015 and the diabetes business divestiture in 2014. Refer to "Item 8. Financial Statements—Note 3. Alliances and Note 4. Acquisitions and Other Divestitures" for further details.

- Other alliance and licensing income includes royalties, transitional services and other fees resulting from the diabetes and other business divestitures in 2015 and 2014 and income of $123 million resulting from the change in fair value of the written option liability attributed to the Reckitt Benckiser Group plc (Reckitt) alliance in 2015. Refer to "Item 8. Financial Statements—Note 3. Alliances" for further discussion.
- Pension settlement charges were recognized after determining that the annual lump sum payments would exceed the annual interest and service costs for certain pension plans, including the primary U.S. pension plan in 2015, 2014 and 2013. The charges include the acceleration of a portion of unrecognized actuarial losses and will likely occur in the future. An additional pension settlement charge of $713 million was recognized in 2014 following the purchase of a group annuity contract from The Prudential Insurance Company of America in December 2014. Refer to “Item 8. Financial Statements—Note 19. Pension, Postretirement and Postemployment Liabilities” for further details.
- The loss on debt redemption in 2015 resulted from the early redemption of euro notes and a tender offer for certain other debt securities. Refer to "Item 8. Financial Statements—Note 10. Financial Instruments and Fair Value Measurements" for further details.

Income Taxes

Dollars in Millions	2015	2014	2013
Earnings Before Income Taxes	$ 2,077	$ 2,381	$ 2,891
Provision for income taxes	446	352	311
Effective tax rate	21.5%	14.8%	10.8%

Historically, the effective income tax rate is lower than the U.S. statutory rate of 35% due to our decision to indefinitely reinvest the earnings for certain of our manufacturing operations in Switzerland, Ireland and Puerto Rico. BMS operates under a favorable tax grant in Puerto Rico not scheduled to expire prior to 2023.

The tax impact attributed to research and development charges, divestiture transactions and other specified items including additional transfer pricing reserves in 2014 increased the effective tax rate by 0.3% in 2015 and reduced the effective tax rate by 5.1% in 2014 and 4.6% in 2013. No tax benefits were attributed to the research and development charges resulting from the acquisitions of Flexus and Cardioxyl in 2015 and iPierian in 2014. Minimal income taxes were attributed to the diabetes business divestiture gain in 2014 because of the capital loss deduction on the sale of the Amylin shares and tax basis differences resulting primarily from allocated goodwill and Amylin deferred taxes. Earnings mix between high and low tax jurisdictions in all periods and the retroactive reinstatement of the 2012 research and development credit legislation in 2013 also impacted the effective tax rates. Refer to "Item 8. Financial Statements—Note 8. Income Taxes" for further information.

Non-GAAP Financial Measures

Our non-GAAP financial measures, including non-GAAP earnings and related EPS information, are adjusted to exclude certain costs, expenses, gains and losses and other specified items that due to their significant and/or unusual nature are evaluated on an individual basis. Similar charges or gains for some of these items have been recognized in prior periods and it is reasonably possible that they could reoccur in future periods. Non-GAAP information is intended to portray the results of our baseline performance which include the discovery, development, licensing, manufacturing, marketing, distribution and sale of pharmaceutical products on a global basis and to enhance an investor’s overall understanding of our past financial performance and prospects for the future. For example, non-GAAP earnings and EPS information is an indication of our baseline performance before items that are considered by us to not be reflective of our ongoing results. In addition, this information is among the primary indicators we use as a basis for evaluating performance, allocating resources, setting incentive compensation targets and planning and forecasting for future periods. This information is not intended to be considered in isolation or as a substitute for net earnings or diluted EPS prepared in accordance with GAAP.

Specified items were as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Accelerated depreciation, asset impairment and other shutdown costs	$ 84	$ 151	$ 36
Amortization of acquired Amylin intangible assets	—	—	549
Amortization of Amylin alliance proceeds	—	—	(273)
Amortization of Amylin inventory adjustment	—	—	14
Cost of products sold	**84**	151	326
Additional year of Branded Prescription Drug Fee	—	96	—
Process standardization implementation costs	**10**	9	16
Marketing, selling and administrative	**10**	105	16
License and asset acquisition charges	**1,679**	278	16
IPRD impairments	**160**	343	—
Other	**44**	—	—
Research and development	**1,883**	621	16
Provision for restructuring	**115**	163	226
Gain on sale of businesses, product lines and assets	**(187)**	(559)	—
Pension charges	**160**	877	161
Acquisition and alliance related items[(a)]	**(123)**	72	(10)
Litigation and other settlements	**158**	27	(23)
Out-licensed intangible asset impairment	**13**	11	—
Loss on debt redemption	**180**	45	—
Upfront, milestone and other licensing receipts	—	(10)	(14)
Other (income)/expense	**316**	626	340
Increase to pretax income	**2,293**	1,503	698
Income tax on items above	**(480)**	(545)	(242)
Specified tax charge[(b)]	—	123	—
Income taxes	**(480)**	(422)	(242)
Increase to net earnings	**$ 1,813**	$ 1,081	$ 456

(a) Includes $16 million of additional year of Branded Prescription Drug Fee in the third quarter of 2014.
(b) The 2014 specified tax charge relates to transfer pricing matters.

The reconciliations from GAAP to Non-GAAP were as follows:

Dollars in Millions, except per share data	Year Ended December 31, 2015	2014	2013
Net Earnings Attributable to BMS used for Diluted EPS Calculation — GAAP	**$ 1,565**	$ 2,004	$ 2,563
Specified Items	**1,813**	1,081	456
Net Earnings Attributable to BMS used for Diluted EPS Calculation — Non-GAAP	**$ 3,378**	$ 3,085	$ 3,019
Average Common Shares Outstanding — Diluted	**1,679**	1,670	1,662
Diluted EPS Attributable to BMS — GAAP	**$ 0.93**	$ 1.20	$ 1.54
Diluted EPS Attributable to Specified Items	**1.08**	0.65	0.28
Diluted EPS Attributable to BMS — Non-GAAP	**$ 2.01**	$ 1.85	$ 1.82

Financial Position, Liquidity and Capital Resources

Our net cash position was as follows:

Dollars in Millions	2015	2014
Cash and cash equivalents	$ 2,385	$ 5,571
Marketable securities — current	1,885	1,864
Marketable securities — non-current	4,660	4,408
Total cash, cash equivalents and marketable securities	8,930	11,843
Short-term borrowings	(139)	(590)
Long-term debt	(6,550)	(7,242)
Net cash position	$ 2,241	$ 4,011

Cash, cash equivalents and marketable securities held in the U.S. were approximately $1.7 billion at December 31, 2015. Most of the remaining $7.2 billion is held primarily in low-tax jurisdictions and is attributable to earnings that are expected to be indefinitely reinvested offshore. Cash repatriations are subject to restrictions in certain jurisdictions and may be subject to withholding and additional U.S. income taxes. We believe that our existing cash, cash equivalents and marketable securities together with cash generated from operations and issuance of commercial paper in the U.S. will be sufficient to satisfy our normal cash requirements for at least the next few years, including dividends, capital expenditures, milestone payments and working capital.

Management continuously evaluates the Company's capital structure to ensure the Company is financed efficiently. This includes potential opportunities to repurchase certain debt securities, terminate certain interest rate swap contracts prior to their maturity and access the capital markets, subject to market conditions. For example, we issued senior unsecured notes in a registered public offering generating proceeds of $1.3 billion and redeemed/repurchased certain notes for nearly $2.0 billion during 2015. Refer to "Item 8. Financial Statements —Note 10. Financial Instruments and Fair Value Measurements" for further details. We issued commercial paper to meet near-term domestic liquidity requirements during 2015. The average amount of commercial paper outstanding was $254 million at a weighted-average interest rate of 0.16% during 2015. The maximum month end amount of commercial paper outstanding was $755 million with no outstanding borrowings at December 31, 2015.

Dividend payments were $2.5 billion in 2015, $2.4 billion in 2014 and $2.3 billion in 2013. Dividend decisions are made on a quarterly basis by our Board of Directors. Capital expenditures were approximately $800 million in 2015 and approximately $500 million in 2014 and 2013 and are expected to be approximately $1.3 billion in 2016 and $1.0 billion in 2017. The higher spending is expected as a result of expanding our biologics manufacturing capabilities and other facility-related activities. For example, we are constructing a new large-scale biologics manufacturing facility in Ireland that will produce multiple therapies for our growing biologics portfolio when completed in 2019.

Our marketable securities portfolio is subject to changes in fair value as a result of interest rate fluctuations and other market factors, which may impact our results of operations. Our investment policy places limits on these investments and the amount and time to maturity of investments with any institution. The policy also requires that investments are only entered into with corporate and financial institutions that meet high credit quality standards. Refer to "Item 8. Financial Statements—Note 10. Financial Instruments and Fair Value Measurements" for further details.

Two separate $1.5 billion five-year revolving credit facilities are maintained from a syndicate of lenders. The facilities provide for customary terms and conditions with no financial covenants and are extendable on any anniversary date with the consent of the lenders. No borrowings were outstanding under either revolving credit facility at December 31, 2015 or 2014.

Additional regulations in the U.S. could be passed in the future which could negatively impact our results of operations, operating cash flow, liquidity and financial flexibility. We also continue to monitor the potential impact of the economic conditions in certain European countries and the related impact on prescription trends, pricing discounts, creditworthiness of our customers and our ability to collect outstanding receivables from our direct customers. Currently, we believe these economic conditions in the EU will not have a material impact on our liquidity, cash flow or financial flexibility.

Our exposure with certain European government-backed entities have a higher risk of default. These government-backed entities are monitored through economic factors including credit ratings, credit-default swap rates and debt-to-gross domestic product ratios in addition to entity specific factors. We manage our exposure by factoring certain receivables, including receivables in Italy, Portugal and Spain as circumstances permit. Factoring of receivables in those countries were $476 million in 2015, $454 million in 2014 and $509 million in 2013. Factoring of receivables in Japan were $358 million in 2014 and $522 million in 2013. Our factoring agreements do not allow for recourse in the event of uncollectibility and we do not retain interest to the underlying assets once sold.

Credit Ratings

BMS's long-term and short-term credit ratings assigned by Moody's Investors Service are A2 and Prime-1, respectively, and the long-term credit outlook was revised from negative to stable in April 2015. BMS's long-term and short-term credit ratings assigned by Standard & Poor's are A+ and A-1+, respectively, with a stable long-term credit outlook. BMS's long-term and short-term credit ratings assigned by Fitch are A- and F2, respectively, with a stable long-term credit outlook. Our long-term ratings reflect the agencies' opinion that we have a low default risk but are somewhat susceptible to adverse effects of changes in circumstances and economic conditions. Our short-term ratings reflect the agencies' opinion that we have good to extremely strong capacity for timely repayment. Any credit rating downgrade may affect the interest rate of any debt we may incur, the fair market value of existing debt and our ability to access the capital markets generally.

Cash Flows

The following is a discussion of cash flow activities:

Dollars in Millions	**2015**	2014	2013
Cash flow provided by/(used in):			
Operating activities	**$ 1,832**	$ 3,148	$ 3,545
Investing activities	**(1,572)**	1,216	(572)
Financing activities	**(3,351)**	(2,437)	(1,068)

Operating Activities

Cash flow from operating activities represents the cash receipts and cash disbursements from all of our activities other than investing activities and financing activities. Operating cash flow is derived by adjusting net earnings for noncontrolling interest, non-cash operating items, gains and losses attributed to investing and financing activities and changes in operating assets and liabilities resulting from timing differences between the receipts and payments of cash and when the transactions are recognized in our results of operations. As a result, changes in cash from operating activities reflect the timing of cash collections from customers and alliance partners; payments to suppliers, alliance partners and employees; pension contributions; and tax payments in the ordinary course of business.

The $1.3 billion decrease in cash provided by operating activities in 2015 was primarily attributable to:

- Timing of payments with alliance partners (approximately $700 million), particularly active product ingredient supply and Medicaid rebates for *Abilify**;
- Higher upfront payments for new alliance and licensing agreements (approximately $600 million); and
- Timing of customer collections resulting primarily from higher net product sales including those with extended payment terms for certain new products and less factoring (approximately $400 million).

Partially offset by:

- The timing of other cash collections and payments in the ordinary course of business including among other items, changes in inventory levels, particularly those related to *Abilify**.

The $397 million decrease in cash provided by operating activities in 2014 was primarily attributable to:

- Lower upfront and contingent alliance proceeds of approximately $600 million (Reckitt alliance proceeds of $485 million in 2013); and
- Additional net working capital requirements of approximately $400 million.

Partially offset by:

- The timing of other cash collections and payments in the ordinary course of business including among other items, lower pension contributions, restructuring and annual bonus payments.

Investing Activities

Cash requirements from investing activities include cash used for business and asset acquisitions, manufacturing and facility-related capital expenditures and purchase of marketable securities with maturities greater than 90 days reduced by proceeds from business divestitures and the sale and maturity of marketable securities.

The $2.8 billion decrease in cash provided by investing activities in 2015 was primarily attributable to:

- Lower proceeds resulting from the diabetes and other business divestitures of $2.9 billion ($700 million in 2015 and $3.6 billion in 2014);
- Cash used to acquire Flexus ($800 million) and Cardioxyl ($200 million) in 2015; and
- Higher capital expenditures (approximately $300 million).

Partially offset by:

- Lower net purchases of marketable securities of $1.3 billion in 2015; and
- Cash used to acquire iPierian ($175 million) in 2014.

The $1.8 billion decrease in cash used in investing activities in 2014 was primarily attributable to:

- Proceeds of $3.5 billion allocated to the diabetes business divestiture in 2014.

Partially offset by:

- Higher net purchases of marketable securities (approximately $1.6 billion); and
- Cash used to acquire iPierian ($175 million) in 2014.

Financing Activities

Cash requirements from financing activities include cash used to pay dividends, repurchase common stock and repay long-term debt and other borrowings reduced by proceeds from the exercise of stock options and issuance of long-term debt and other borrowings.

The $914 million increase in cash used in financing activities in 2015 was primarily attributable to:

- Lower short-term borrowings of approximately $700 million in 2015, consisting primarily of changes in bank overdrafts.

The $1.4 billion increase in cash used in financing activities in 2014 was primarily attributable to:

- Lower net borrowings from long-term debt transactions of $1.6 billion ($676 million of repayments in 2014 and $892 million of net borrowings in 2013); and
- Lower proceeds from stock option exercises ($288 million in 2014 and $564 million in 2013, including excess tax benefits).

Partially offset by:

- Lower cash used to repurchase common stock (none in 2014 and $433 million in 2013).

Contractual Obligations

Payments due by period for our contractual obligations at December 31, 2015 were as follows:

	Obligations Expiring by Period						
Dollars in Millions	Total	2016	2017	2018	2019	2020	Later Years
Short-term borrowings	$ 139	$ 139	$ —	$ —	$ —	$ —	$ —
Long-term debt	6,339	—	750	—	500	—	5,089
Interest on long-term debt[(a)]	4,308	187	194	192	186	185	3,364
Operating leases	822	134	111	99	78	62	338
Purchase obligations	2,809	1,226	491	381	284	228	199
Uncertain tax positions[(b)]	75	75	—	—	—	—	—
Other long-term liabilities	480	—	101	52	33	31	263
Total	$ 14,972	$ 1,761	$ 1,647	$ 724	$ 1,081	$ 506	$ 9,253

(a) Includes estimated future interest payments and periodic cash settlements of derivatives.
(b) Includes only short-term uncertain tax benefits because of uncertainties regarding the timing of resolution.

In addition to the above, we are committed to an aggregated $9.3 billion of potential future research and development milestone payments to third parties for in-licensing, asset acquisitions and development programs including early-stage milestones of $2.6 billion (milestones achieved through Phase III clinical trials) and late-stage milestones of $6.7 billion (milestones achieved post Phase III clinical trials). Payments generally are due and payable only upon achievement of certain developmental and regulatory milestones for which the specific timing cannot be predicted. Some of these agreements also provide for sales-based milestones aggregating $2.3 billion that we would be obligated to pay to alliance partners upon achievement of certain sales levels in addition to royalties. We also have certain manufacturing, development and commercialization obligations in connection with alliance arrangements. It is not practicable to estimate the amount of these obligations. Refer to "Item 8. Financial Statements—Note 3. Alliances" for further information regarding our alliances.

For a discussion of contractual obligations, refer to "Item 8. Financial Statements—Note 8. Income Taxes," "—Note 10. Financial Instruments and Fair Value Measurements," "—Note 19. Pension, Postretirement and Postemployment Liabilities" and "—Note 21. Leases."

SEC Consent Order / FCPA Settlement

As previously disclosed, on August 4, 2004, we entered into a final settlement with the SEC, concluding an investigation concerning certain wholesaler inventory and accounting matters. The settlement was reached through a Consent, a copy of which was attached as Exhibit 10 to our quarterly report on Form 10-Q for the period ended September 30, 2004.

Under the terms of the Consent, we agreed, subject to certain defined exceptions, to limit sales of all products sold to our direct customers (including wholesalers, distributors, hospitals, retail outlets, pharmacies and government purchasers) based on expected demand or on amounts that do not exceed approximately one month of inventory on hand, without making a timely public disclosure of any change in practice. We also agreed in the Consent to certain measures that we have implemented including: (a) establishing a formal review and certification process of our annual and quarterly reports filed with the SEC; (b) establishing a business risk and disclosure group; (c) retaining an outside consultant to comprehensively study and help re-engineer our accounting and financial reporting processes; (d) publicly disclosing any sales incentives offered to direct customers for the purpose of inducing them to purchase products in excess of expected demand; and (e) ensuring that our budget process gives appropriate weight to inputs that come from the bottom to the top, and not just from the top to the bottom, and adequately documenting that process.

We have established a company-wide policy to limit our sales to direct customers for the purpose of complying with the Consent. This policy includes the adoption of various procedures to monitor and limit sales to direct customers in accordance with the terms of the Consent. These procedures include a governance process to escalate to appropriate management levels potential questions or concerns regarding compliance with the policy and timely resolution of such questions or concerns. In addition, compliance with the policy is monitored on a regular basis.

We maintain inventory management agreements (IMAs) with our U.S. pharmaceutical wholesalers, which account for nearly 100% of our gross U.S. revenues. Under the current terms of the IMAs, our wholesaler customers provide us with weekly information with respect to months on hand product-level inventories and the amount of out-movement of products. The three largest wholesalers currently account for approximately 95% of our gross U.S. revenues. The inventory information received from our wholesalers, together with our internal information, is used to estimate months on hand product level inventories at these wholesalers. We estimate months on hand product inventory levels for our U.S. business's wholesaler customers other than the three largest wholesalers by extrapolating from the months on hand calculated for the three largest wholesalers. In contrast, our non-U.S. business has significantly more direct customers, limited information on direct customer product level inventory and corresponding out-movement information and the reliability of third-party demand information, where available, varies widely. Accordingly, we rely on a variety of methods to estimate months on hand product level inventories for these business units.

We believe the above-described procedures provide a reasonable basis to ensure compliance with the Consent.

In addition, as previously disclosed, in October 2015, the Company reached a civil settlement with the SEC of alleged Foreign Corrupt Practices Act (FCPA) violations in which the Company agreed to approximately $14.7 million in disgorgement, penalties and interest. As part of the settlement, the Company also agreed to a two-year self-monitoring period of reporting to the government and is maintaining procedures to ensure compliance.

Recently Issued Accounting Standards

For recently issued accounting standards, refer to "Item 8. Financial Statements—Note 1. Accounting Policies—Recently Issued Accounting Standards."

Critical Accounting Policies

The preparation of financial statements requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenue and expenses. Our critical accounting policies are those that significantly impact our financial condition and results of operations and require the most difficult, subjective or complex judgments, often as a result of the need to make estimates about the effect of matters that are inherently uncertain. Because of this uncertainty, actual results may vary from these estimates. These accounting policies were discussed with the Audit Committee of the Board of Directors.

Revenue Recognition

Our accounting policy for revenue recognition has a substantial impact on reported results and relies on certain estimates. Revenue is recognized when persuasive evidence of an arrangement exists, the sales price is fixed or determinable, collectability is reasonably assured and title and substantially all of the risks and rewards of ownership have transferred (generally upon shipment except in certain EU markets which does not occur until delivery of the products to the customer). In 2014, we deferred approximately $300 million invoiced for *Daklinza* under an early access program in France. A portion of this amount was recognized as revenue in 2015 when final pricing was obtained in France. Revenue is also reduced for gross-to-net sales adjustments discussed below, all of which involve significant estimates and judgment after considering legal interpretations of applicable laws and regulations, historical experience, payer channel mix (e.g. Medicare or Medicaid), current contract prices under applicable programs, unbilled claims and processing time lags and inventory levels in the distribution channel. Estimates are assessed each period and adjusted as required to revised information or actual experience.

In alliance arrangements involving the delivery of more than one element, each undelivered element is evaluated whether it qualifies as a separate unit of accounting. The consideration that is fixed or determinable is then allocated to each undelivered element and is recognized as the related goods or services are delivered, limited to the consideration that is not contingent upon future deliverables. Consideration associated with contingent milestones and royalties are allocated among the underlying elements if and when the amounts are determined to be payable to BMS.

Gross-to-Net Adjustments

The following categories of gross-to-net adjustments involve significant estimates, judgments and information obtained from external sources. Refer to "—Total Revenues" above for further discussion and analysis of each significant category of gross-to-net sales adjustments.

Charge-backs and cash discounts

Our U.S. business participates in programs with government entities, the most significant of which are the U.S. Department of Defense and the U.S. Department of Veterans Affairs, and other parties, including covered entities under the 340B Drug Pricing Program, whereby pricing on products is extended below wholesaler list price to participating entities. These entities purchase products through wholesalers at the lower program price and the wholesalers then charge us the difference between their acquisition cost and the lower program price. Accounts receivable is reduced for the estimated amount of unprocessed charge-back claims attributable to a sale (typically within a two to four week time lag).

In the U.S. and certain other countries, cash discounts are offered as an incentive for prompt payment, generally approximating 2% of the sales price. Accounts receivable is reduced for the estimated amount of unprocessed cash discounts (typically within a one month time lag).

Medicaid and Medicare rebates

Our U.S. business participates in state government Medicaid programs and other qualifying Federal and state government programs requiring discounts and rebates to participating state and local government entities. All discounts and rebates provided through these programs are included in our Medicaid rebate accrual. Medicaid rebates have also been extended to drugs used in managed Medicaid plans. The estimated amount of unpaid or unbilled rebates is presented as a liability.

Rebates and discounts are offered to managed healthcare organizations in the U.S. managing prescription drug programs and Medicare Advantage prescription drug plans covering the Medicare Part D drug benefit. We also pay a 50% point of service discount to the Centers for Medicare & Medicaid Services when the Medicare Part D beneficiaries are in the coverage gap ("donut hole"). The estimated amount of unpaid or unbilled rebates and discounts is presented as a liability.

Sales returns

Products are typically eligible to be returned between six months prior to and twelve months after product expiration, in accordance with our policy. Estimated returns for established products are determined after considering historical experience and other factors including levels of inventory in the distribution channel, estimated shelf life, product recalls, product discontinuances, price changes of competitive products, introductions of generic products, introductions of competitive new products and lower demand following the loss of exclusivity. The estimated amount for product returns is presented as a liability.

Estimated returns for new products are determined after considering historical sales return experience of similar products, such as those within the same product line or similar therapeutic category. We defer recognition of revenue until the right of return expires or until sufficient historical experience to estimate sales returns is developed in limited circumstances. This typically occurs when the new product is not an extension of an existing line of product or when historical experience with products in a similar therapeutic category is lacking. Estimated levels of inventory in the distribution channel and projected demand are also considered in estimating sales returns for new products.

Other rebates, discounts and adjustments

Other gross-to-net sales adjustments include all other programs based on applicable laws and regulations for individual non-U.S. countries as well as rebates offered to managed healthcare organizations in the U.S. to a lesser extent. The non-U.S. programs include several different pricing schemes such as cost caps, volume discounts, outcome-based pricing schemes and pricing claw-backs that are based on sales of individual companies or an aggregation of all companies participating in a specific market. The estimated amount of unpaid or unbilled rebates and discounts is presented as a liability.

Use of information from external sources

Information from external sources is used to estimate gross-to-net adjustments. Our estimate of inventory at the wholesalers are based on the projected prescription demand-based sales for our products and historical inventory experience, as well as our analysis of third-party information, including written and oral information obtained from certain wholesalers with respect to their inventory levels and sell-through to customers and third-party market research data and our internal information. The inventory information received from wholesalers is a product of their recordkeeping process and excludes inventory held by intermediaries to whom they sell, such as retailers and hospitals.

We have also continued the practice of combining retail and mail prescription volume on a retail-equivalent basis. We use this methodology for internal demand forecasts. We also use information from external sources to identify prescription trends, patient demand and average selling prices. Our estimates are subject to inherent limitations of estimates that rely on third-party information, as certain third-party information was itself in the form of estimates, and reflect other limitations including lags between the date as of which third-party information is generated and the date on which we receive third-party information.

Retirement Benefits

Accounting for pension and postretirement benefit plans requires actuarial valuations based on significant assumptions for discount rates and expected long-term rates of return on plan assets. In consultation with our actuaries, these significant assumptions and others such as salary growth, retirement, turnover, healthcare trends and mortality rates are evaluated and selected based on expectations or actual experience during each remeasurement date. Pension expense could vary within a range of outcomes and have a material effect on reported earnings, projected benefit obligations and future cash funding. Actual results in any given year may differ from those estimated because of economic and other factors.

The yield on high quality corporate bonds that coincides with the cash flows of the plans' estimated payouts is used in determining the discount rate. The Citigroup Pension Discount curve is used for the U.S. plans. The U.S. plans' pension expense for 2015 was determined using a 4.0% weighted-average discount rate. The present value of benefit obligations at December 31, 2015 for the U.S. pension plans was determined using a 4.2% discount rate. If the discount rate used in determining the U.S. plans' pension expense for 2015 was reduced by an additional 1%, such expense would increase by approximately $9 million. If the assumed discount rate used in determining the U.S. pension plans' projected benefit obligation at December 31, 2015 was reduced by an additional 1%, the projected benefit obligation would increase by approximately $1.0 billion.

New mortality tables (RP-2014) and mortality improvement scales (MP-2014) were issued by the Society of Actuaries in 2014 reflecting longer life expectancies than the previous tables. The new tables were used to measure the U.S. pension and post-retirement obligations beginning at September 30, 2014, resulting in an increase in the obligations of approximately $600 million. The revised mortality rates are not expected to materially impact pension expense in future periods.

The expected long-term rate of return on plan assets is estimated considering expected returns for individual asset classes with input from external advisors. We also consider long-term historical returns including actual performance compared to benchmarks for similar investments. The U.S. plans' pension expense for 2015 was determined using an 7.8% expected long-term rate of return on plan assets. If the expected long-term rate of return on plan assets used in determining the U.S. plans' pension expense for 2015 was reduced by 1%, such expense would increase by $39 million.

For a more detailed discussion on retirement benefits, refer to "Item 8. Financial Statements—Note 19. Pension, Postretirement and Postemployment Liabilities."

Business Combinations and Divestitures

Goodwill and other intangible assets acquired in business combinations, licensing and other transactions were $8.3 billion (representing 26% of total assets) at December 31, 2015.

Accounting for transactions as business combinations and divestitures is significantly different than asset acquisitions and divestitures. For example, acquired IPRD is capitalized for business combinations and expensed for asset acquisitions and the fair value of contingent consideration and goodwill are only recognized in business combination transactions. Likewise, when a portion of a reporting unit that constitutes a business is divested, goodwill associated with that business is included in the carrying value of the business in determining the gain or loss. Derecognition of goodwill does not occur in asset dispositions. As a result, it is important to determine whether a business or an asset or group of assets is acquired or divested. A business is defined in ASC 805 - Business Combinations as an integrated set of inputs and processes that are capable of generating outputs that have the ability to provide a return to its investors or owners. Typical inputs include long-lived assets (including intangible assets or rights to use long-lived assets), intellectual property and the ability to obtain access to required resources. Typical processes include strategic, operational and resource management processes that are typically documented or evident through an organized workforce.

We consider all of the above factors when determining whether a business was acquired (or divested) as well as the compound's development phase if no commercial products are involved. For example, in evaluating our acquisitions of Cardioxyl and Flexus in 2015 and iPierian in 2014, we concluded that no significant processes were transferred to us, thus the transactions were accounted for as asset acquisitions. As a result, the amounts allocated to the lead investigational compounds were expensed and not capitalized. In addition, contingent consideration from potential development, regulatory, approval and sales-based milestones and sales-based royalties were not included in the purchase price. Refer to "Item 8. Financial Statements—Note 4. Acquisitions and Other Divestitures" for further discussion on our acquisitions.

Similarly, in evaluating our divestitures of *Erbitux**, *Ixempra** and the businesses comprising the alliances with The Medicines Company and Valeant Pharmaceuticals International, Inc. in 2015 and our diabetes business to AstraZeneca PLC (AstraZeneca) in 2014 we concluded that all necessary inputs and processes were transferred, and consequently the transactions were accounted for as sales of businesses, which resulted in the allocation of goodwill ($73 million in 2015 and $600 million in 2014) to the carrying value of the businesses in determining the gain on sale. Contingent proceeds related to divestitures are not recognized until realized.

Valuation processes are also required for certain multiple element arrangements and include determination of judgmental and complex matters, discussed above. For example, BMS purchased a warrant in 2015 that gives BMS the exclusive right to acquire Promedior, which required the determination of the best estimated selling price of the two separate elements identified in the transaction (the warrant and the clinical development services). Similarly, the divestiture of the diabetes business to AstraZeneca in 2014 required the determination of the best estimated selling price of several elements including the business, supply and development agreements (including the appropriate mark-ups) and the estimated fair value of the manufacturing facility. Refer to "Item 8. Financial Statements—Note 3. Alliances" for further discussion on both transactions.

Impairment

Other Intangible Assets, including IPRD

Other intangible assets were $1.4 billion at December 31, 2015, including licenses ($266 million), developed technology rights ($758 million), capitalized software ($275 million) and IPRD ($120 million). Intangible assets are assessed for impairment whenever current facts or circumstances warrant a review, although IPRD is assessed at least annually. Intangible assets are highly vulnerable to impairment charges, particularly newly acquired assets for recently launched products or IPRD. These assets are initially measured at fair value and therefore any reduction in expectations used in the valuations could potentially lead to impairment. Some of the more common potential risks leading to impairment include competition, earlier than expected loss of exclusivity, pricing pressures, adverse regulatory changes or clinical trial results, delay or failure to obtain regulatory approval and additional development costs, inability to achieve expected synergies, higher operating costs, changes in tax laws and other macro-economic changes. The complexity in estimating the fair value of intangible assets in connection with an impairment test is similar to the initial valuation.

Considering the high risk nature of research and development and the industry's success rate of bringing developmental compounds to market, IPRD impairment charges are likely to occur in future periods. We recognized a $160 million charge in 2015 for BMS-986020 which was in Phase II development for treatment of idiopathic pulmonary fibrosis and $343 million in 2014, including a $310 million charge for peginterferon lambda which was in Phase III development for treatment of HCV. For discussion on IPRD impairments, refer to "Item 8. Financial Statements—Note 14. Goodwill and Other Intangible Assets."

Property, Plant and Equipment

Property, plant and equipment is tested for impairment whenever current facts or circumstances warrant a review. Additionally, these long-lived assets are periodically reviewed to determine if any change in facts or circumstances would result in a change to the estimated useful life of the asset, possibly resulting in the acceleration of depreciation. If such circumstances exist, an estimate of undiscounted future cash flows generated by the asset, or the appropriate grouping of assets, is compared to the carrying value to determine whether an impairment exists at its lowest level of identifiable cash flows. If an asset is determined to be impaired, the loss is measured based on the difference between the asset's fair value and its carrying value. Expectations of future cash flows are subject to change based upon the near and long-term production volumes and margins generated by the asset as well as any potential alternative future use. Accelerated depreciation and other related charges for certain manufacturing and R&D facilities were $115 million in 2015, $151 million in 2014 and $36 million in 2013.

Contingencies

In the normal course of business, we are subject to contingencies, such as legal proceedings and claims arising out of our business, that cover a wide range of matters, including, among others, government investigations, shareholder lawsuits, product and environmental liability, contractual claims and tax matters. We recognize accruals for such contingencies when it is probable that a liability will be incurred and the amount of the loss can be reasonably estimated. These estimates are subject to uncertainties that are difficult to predict and, as such, actual results could vary from these estimates.

For discussions on contingencies, refer to "Item 8. Financial Statements—Note 1. Accounting Policies—Contingencies," "—Note 8. Income Taxes" and "—Note 22. Legal Proceedings and Contingencies."

Income Taxes

Valuation allowances are recognized to reduce deferred tax assets when it is more likely than not that a tax benefit will not be realized. The assessment of whether or not a valuation allowance is required often requires significant judgment including long-range forecasts of future taxable income and evaluation of tax planning initiatives. Adjustments to the deferred tax valuation allowances are made to earnings in the period when such assessments are made. Our deferred tax assets were $4.1 billion at December 31, 2015 (net of valuation allowances of $3.5 billion) and $3.8 billion at December 31, 2014 (net of valuation allowances of $4.3 billion).

Deferred tax assets related to a U.S. Federal net operating loss carryforward of $146 million and a U.S. Federal tax credit carryforward of $27 million were recognized at December 31, 2015. The net operating loss carryforward expires in varying amounts beginning in 2022. The U.S. Federal tax credit carryforward expires in varying amounts beginning in 2017. The realization of these carryforwards is dependent on generating sufficient domestic-sourced taxable income prior to their expiration. A $6 million valuation allowance was established for this item at December 31, 2015. Although not assured, we believe it is more likely than not that the deferred tax assets not valued will be realized.

Taxes are not provided on undistributed earnings of foreign subsidiaries expected to be reinvested indefinitely offshore.

Prior to the Mead Johnson Nutrition Company (Mead Johnson) split-off in 2009, the following transactions occurred: (i) an internal spin-off of Mead Johnson shares while still owned by us; (ii) conversion of Mead Johnson Class B shares to Class A shares; and; (iii) conversion of Mead Johnson & Company to a limited liability company. These transactions as well as the split-off of Mead Johnson through the exchange offer should qualify as tax-exempt transactions under the Internal Revenue Code based upon a private letter ruling received from the Internal Revenue Service related to the conversion of Mead Johnson Class B shares to Class A shares, and outside legal opinions.

Certain assumptions, representations and covenants by Mead Johnson were relied upon regarding the future conduct of its business and other matters which could affect the tax treatment of the exchange. For example, the current tax law generally creates a presumption that the exchange would be taxable to us, if Mead Johnson or its shareholders were to engage in transactions that result in a 50% or greater change in its stock ownership during a four year period beginning two years before the exchange offer, unless it is established that the exchange offer were not part of a plan or series of related transactions to effect such a change in ownership. If the internal spin-off or exchange offer were determined not to qualify as a tax exempt transaction, the transaction could be subject to tax as if the exchange was a taxable sale by us at market value.

In addition, a negative basis or excess loss account (ELA) existed in our investment in stock of Mead Johnson prior to these transactions. We received an opinion from outside legal counsel to the effect that it is more likely than not that we eliminated the ELA as part of these transactions and do not have taxable income with respect to the ELA. The tax law in this area is complex and it is possible that even if the internal spin-off and the exchange offer is tax exempt under the Internal Revenue Code, the IRS could assert that we have additional taxable income for the period with respect to the ELA. We could be exposed to additional taxes if this were to occur. Based upon our understanding of the Internal Revenue Code and opinion from outside legal counsel, a tax reserve of $244 million was established reducing the gain on disposal of Mead Johnson included in discontinued operations in 2009.

We agreed to certain tax related indemnities with Mead Johnson as set forth in the tax sharing agreement, including certain taxes related to its business prior to the completion of the IPO and created as part of the restructuring to facilitate the IPO. Mead Johnson has also agreed to indemnify us for potential tax effects resulting from the breach of certain representations discussed above as well as certain transactions related to the acquisition of Mead Johnson's stock or assets.

Liabilities are established for possible assessments by tax authorities resulting from known tax exposures including, but not limited to, transfer pricing matters, tax credits and deductibility of certain expenses. Such liabilities represent a reasonable provision for taxes ultimately expected to be paid and may need to be adjusted over time as more information becomes known. For example, additional reserves of $123 million were established in 2014 for certain transfer pricing matters related to periods from 2008 through 2014.

For discussions on income taxes, refer to "Item 8. Financial Statements—Note 1. Accounting Policies—Income Taxes" and "—Note 8. Income Taxes."

Product and Pipeline Developments

Our R&D programs are managed on a portfolio basis from early discovery through late-stage development. We continually evaluate our portfolio to ensure that there is an appropriate balance of early-stage and late-stage programs to support future growth. Our R&D programs in Phase III development are considered significant, as these programs constitute our late-stage development pipeline. These development programs include both investigational compounds in Phase III development for initial indications and marketed products in Phase III development for additional indications or formulations. Spending on these programs represents approximately 30-45% of our annual R&D expenses. No individual investigational compound or marketed product represented 10% or more of our R&D expenses in any of the last three years, except for *Opdivo* in 2015. Our late-stage development programs could potentially have an impact on our revenue and earnings within the next few years, although we do not expect all of our late-stage development programs to make it to market. The following are the developments in our marketed products and our late-stage pipeline:

Opdivo - a fully human monoclonal antibody that binds to the PD-1 on T and NKT cells that has been approved and continues to be investigated as an anti-cancer treatment. *Opdivo* is part of our alliance with Ono.

Unresectable (inoperable) or metastatic (advanced) melanoma

- In January 2016, the Company announced a randomized Phase III study evaluating *Opdivo* versus investigator's choice in patients with recurrent or metastatic platinum-refractory squamous cell carcinoma of the head and neck was stopped early because an assessment conducted by the independent Data Monitoring Committee (DMC) concluded that the study met its primary endpoint, demonstrating superior overall survival in patients receiving *Opdivo* compared to the control arm.
- In January 2016, the Company announced the FDA approved *Opdivo* in combination with *Yervoy* for the treatment of patients with BRAF V600 wild-type and BRAF V600 mutation positive unresectable or metastatic melanoma. This approval expands the original indication for the *Opdivo+Yervoy* regimen for the treatment of patients with BRAF V600 wild-type unresectable or metastatic melanoma to include patients, regardless of BRAF mutational status, based on data from the Phase III CheckMate-067 trial which evaluated progression-free survival and overall survival as co-primary endpoints. This indication is approved under accelerated approval based on progression-free survival.
- In January 2016, the Company announced the FDA expanded the use of *Opdivo* as a single agent to include previously untreated BRAF mutation positive advanced melanoma patients. The use of *Opdivo* as a single agent in patients with BRAF V600 mutation positive unresectable or metastatic melanoma is approved under accelerated approval based on progression-free survival.
- In November 2015, the Company announced the FDA approved *Opdivo* as a single agent for the treatment of previously untreated patients with BRAF V600 wild-type unresectable or metastatic melanoma.
- In November 2015, the Company announced results from multiple clinical trials:
    - CheckMate-066 - In the study evaluating *Opdivo* as a single agent versus dacarbazine in patients with previously untreated BRAF wild-type unresectable or metastatic melanoma, *Opdivo* continued to demonstrate superior overall survival versus dacarbazine with 57.7% of patients alive at two years compared to 26.7% of patients treated with dacarbazine. The safety profile of *Opdivo* was consistent with prior studies.
    - Study 004 - In the study evaluating *Opdivo* in combination with *Yervoy* in patients with unresectable or metastatic melanoma on which the proof of concept for *Opdivo+Yervoy* regimen approval was based, data from the longest follow-up of the

regimen from various Phase I cohorts showed a three-year overall survival rate of 68% across Phase I dosing cohorts. The frequency of treatment-related adverse events in the study were similar between cohorts, and was consistent with the Phase II and III trials for the combination therapy.

- In September 2015, the FDA approved *Opdivo* in combination with *Yervoy*, for the treatment of patients with BRAF V600 wild-type unresectable or metastatic melanoma. The announcement marked the first and only FDA approval of a regimen of two immuno-oncology agents in cancer. This indication is approved under accelerated approval based on tumor response rate and durability of response.
- In July 2015, the European Medicines Agency (EMA) validated the Company's type II variation application that seeks to extend the use of *Opdivo* in combination with *Yervoy* for the treatment of advanced (unresectable or metastatic) melanoma in adults. The application is based on data from the Phase III CheckMate-067 study, Phase II CheckMate-069 study and the Phase Ib CA209-004 study. Validation of an application confirms that the submission is complete and starts the EMA's centralized review process.
- In June 2015, the Company announced the European Commission (EC) approved *Opdivo* for the treatment of both first-line and previously treated unresectable or metastatic melanoma patients, regardless of BRAF status. The approval allows for the marketing of *Opdivo* in all 28 Member States of the EU. *Opdivo* is the only PD-1 immune checkpoint inhibitor to receive an accelerated assessment in Europe, and is the first approval given by the EC for a PD-1 inhibitor in any cancer.
- In May 2015, the Company announced positive results of a Phase III trial (CheckMate-067) evaluating the *Opdivo+Yervoy* regimen or *Opdivo* monotherapy vs. *Yervoy* monotherapy in patients with previously untreated advanced melanoma. Both the *Opdivo+Yervoy* regimen (n=314) and *Opdivo* monotherapy (n=316) demonstrated superiority to *Yervoy* (n=315), the current standard of care, for the co-primary endpoint of progression-free survival (PFS). Median PFS was 11.5 months for the *Opdivo+Yervoy* regimen and 6.9 months for *Opdivo* monotherapy, vs. 2.9 months for *Yervoy* monotherapy. The *Opdivo+Yervoy* regimen demonstrated a 58% reduction in the risk of disease progression vs. *Yervoy* (hazard ratio: 0.42; 99.5% CI, 0.31 to 0.57; P<0.0001), while *Opdivo* monotherapy demonstrated a 43% risk reduction versus *Yervoy* monotherapy (hazard ratio: 0.57; 99.5% CI, 0.43 to 0.76; P<0.00001). The hazard ratio for the exploratory endpoint comparing *Opdivo+Yervoy* PFS and *Opdivo* PFS was 0.74 (95% CI, 0.60 to 0.92). The safety profile was consistent with previously-reported studies evaluating the *Opdivo+Yervoy* regimen. The treatment-related adverse event rate was 95.5% for the *Opdivo+Yervoy* regimen compared to 82.1% for *Opdivo* monotherapy and 86.2% for *Yervoy* monotherapy. Most select treatment-related adverse events were resolved using established management guidelines. The trial is ongoing and patients continue to be followed for overall survival, a co-primary endpoint.
- In April 2015, the Company announced positive results from a Phase II trial (CheckMate-069), evaluating the *Opdivo+Yervoy* regimen versus *Yervoy* alone in patients with previously untreated advanced melanoma. Patients with BRAF wild-type mutation status treated with the *Opdivo+Yervoy* regimen experienced a higher objective response rate (ORR) of 61% (n=44/72) – the primary study endpoint – compared to 11% (n=4/37) for patients administered *Yervoy* monotherapy (P<0.001). Complete responses were also reported in 22% (n=16) of patients with BRAF wild-type mutation status administered the *Opdivo+Yervoy* regimen and in no patients who received *Yervoy* monotherapy. Similar results were also observed in BRAF mutation-positive patients.

NSCLC

- In December 2015, the Company and Ono announced that Ono received manufacturing and marketing approval for *Opdivo* in Japan for the treatment of patients with unresectable, advanced or recurrent NSCLC.
- In November 2015, the Company announced the EC approved the reconciliation of indications for nivolumab under the *Opdivo* European Marketing Authorization Application (MAA). In compliance with EC regulations, BMS previously submitted two separate MAAs to the EMA; one under the name *Opdivo* for the treatment of unresectable or metastatic melanoma in adults, and one under the name Nivolumab BMS for the treatment of locally advanced or metastatic SQ NSCLC after prior chemotherapy. An application to reconcile these two indications was then submitted under the *Opdivo* brand name. Following approval for both of these indications by the EC earlier this year, the Company voluntarily withdrew the Marketing Authorization under the Nivolumab BMS brand name. This withdrawal has no impact for SQ NSCLC patients taking nivolumab since *Opdivo* is now approved for the treatment of SQ NSCLC, as well as for melanoma.
- In October 2015, the Company announced the FDA approved *Opdivo* for the treatment of previously treated patients with NSQ NSCLC regardless of PD-L1 expression, which expands upon the current indication for *Opdivo* in patients with previously treated SQ NSCLC.
- In September 2015, the Company announced longer term (18 month) survival data from CheckMate-057, an open-label, randomized Phase III study evaluating *Opdivo* (n=292) versus docetaxel (n=290) in previously treated patients with advanced NSQ NSCLC. *Opdivo* continued to demonstrate superior overall survival – the study's primary endpoint – with an estimated 39% of patients alive at 18 months (95% CI, 34-45) versus 23% for docetaxel, based on a minimum follow-up of 17.1 months. *Opdivo* also continued to demonstrate a reduction in the risk of death by 28% (a hazard ratio of 0.72; 95% CI, 0.60 - 0.88). In the study, Grade 3-4 treatment-related adverse events were reported in 10% of patients treated with *Opdivo* versus 54% in the docetaxel arm.

- In September 2015, the Company announced updated results from the *Opdivo+Yervoy* arms in CheckMate-012, a multi-arm Phase Ib trial evaluating *Opdivo* in patients with chemotherapy-naïve advanced NSCLC. In this study, *Opdivo* was administered as monotherapy or as part of a combination with other agents, including *Yervoy*, at different doses and schedules. Results from other cohorts in CheckMate-012 have been previously-unreported. These updated results include findings from the administration of four new dosing schedules of *Opdivo+Yervoy* (n=148), which resulted in confirmed objective response rates ranging from 13% to 39% depending on the administered regimen. Median duration of response was not reached in any of these arms with a median follow-up of 6.2 months to 16.6 months, and median progression-free survival PFS ranged from 4.9 months to 10.6 months. The types of treatment-related serious adverse events reported in these cohorts for CheckMate-012 were consistent with other previously-reported *Opdivo+Yervoy* cohorts of this trial. The new dosing schedules in this study resulted in less toxicity than previously-reported dosing schedules, and were characterized by low frequency of treatment-related adverse events leading to discontinuation (3% to 10%) and no treatment-related deaths.
- In September 2015, the Company announced longer term survival and safety data from CheckMate-017 and -063, two pivotal trials evaluating *Opdivo* in previously treated SQ NSCLC, showing sustained survival benefit across these studies. In both trials, *Opdivo* showed an estimated 18 month overall survival rate of 27% (CheckMate-063) to 28% (CheckMate-017); survival benefit was independent of PD-L1 expression. The safety profile of *Opdivo* is consistent with previously-reported trials, and in CheckMate-017, is also favorable compared to docetaxel.
- In July 2015, the EMA validated the Company's type II variation application that seeks to extend the use of *Opdivo* monotherapy in NSQ NSCLC and is based on data from the Phase III CheckMate-057 study.
- In July 2015, the Company announced the EC approved Nivolumab BMS for the treatment of locally advanced or metastatic SQ NSCLC after prior chemotherapy. This approval marks the first major treatment advance in SQ NSCLC in more than a decade in the EU. Nivolumab is the first and only PD-1 immune checkpoint inhibitor to demonstrate overall survival in previously-treated metastatic SQ NSCLC.
- In May 2015, the Company announced results from CheckMate-017, a Phase III, open-label, randomized study evaluating *Opdivo* (n=135) versus docetaxel (n=137) in previously treated patients with advanced SQ NSCLC. At one year, *Opdivo* demonstrated an overall survival rate of 42% versus 24% for docetaxel, with a median overall survival of 9.2 months versus 6 months, respectively. *Opdivo* reduced the risk of death by 41%, based upon a hazard ratio of 0.59 (95% CI, 0.44-0.79; P = 0.00025). The safety profile of *Opdivo* in CheckMate-017 was consistent with prior studies and favorable versus docetaxel.
- In May 2015, the Company announced that *Opdivo* was the first PD-1 inhibitor to demonstrate superior overall survival versus standard of care (docetaxel) in an open-label, randomized Phase III study (CheckMate-057) evaluating previously-treated patients with advanced, NSQ NSCLC. A 27% reduction in the risk of progression or death – the primary study endpoint – was reported for *Opdivo* (n=292) versus docetaxel (n=290) based upon a hazard ratio of 0.73 (96% CI, 0.59-0.89; P=0.0015). *Opdivo* was associated with a doubling of overall median survival across the continuum of PD-L1 expression, starting at 1% level of expression, in the trial. The safety profile of *Opdivo* in CheckMate-057 was favorable versus docetaxel with grade 3–5 treatment-related adverse events reported in 10% of patients who were treated with *Opdivo* versus 54% in the docetaxel arm. In April 2015, the Company announced that Checkmate-057 was stopped early because an assessment conducted by the independent DMC concluded that the study met its primary endpoint.
- In March 2015, the Company announced the FDA approved *Opdivo* for the treatment of patients with advanced SQ NSCLC with progression on or after platinum-based chemotherapy. *Opdivo* is the first and only PD-1 therapy to demonstrate overall survival in previously treated advanced SQ NSCLC. *Opdivo* demonstrated significantly superior overall survival vs. docetaxel, with a 41% reduction in the risk of death (hazard ratio: 0.59 [95% CI: 0.44, 0.79; p=0.00025]), in a prespecified interim analysis of a Phase III clinical trial. The median overall survival was 9.2 months in the *Opdivo* arm (95% CI: 7.3, 13.3) and 6 months in the docetaxel arm (95% CI: 5.1, 7.3).

Other indications

- In November 2015, the Company announced the FDA approved *Opdivo* for the treatment of patients with advanced RCC who have received prior anti-angiogenic therapy.
- In November 2015, the Company announced the EMA validated a type II variation application, which seeks to extend the current indication for *Opdivo* to include the treatment of adult patients with advanced RCC after prior therapy. Validation of the application confirms the submission is complete and begins the EMA's centralized review process.
- In September 2015, the Company announced results from CheckMate-025, a Phase III study comparing *Opdivo* to everolimus in advanced RCC after prior anti-angiogenic treatment, showing a significant overall survival benefit for *Opdivo*. In the trial, *Opdivo* demonstrated a median overall survival benefit of 25 months compared to 19.6 months for everolimus. Clinical benefit for *Opdivo* was observed regardless of level of PD-L1 expression. The safety profile shown in CheckMate-025 is consistent with previously reported *Opdivo* trials. In July 2015, the Company announced that CheckMate-025 was stopped early because an assessment by the independent DMC concluded that the study met its primary endpoint.

- In May 2015, the Company announced results from an interim analysis of CA209-040, a Phase I/II dose-ranging trial evaluating the safety and anti-tumor activity of *Opdivo* in previously-treated patients with hepatocellular carcinoma (HCC) or advanced liver cancer. Initial findings demonstrated that the estimated survival rate in evaluable patients (n=47) was 62% at 12 months. Results also show the safety profile of *Opdivo* is generally consistent with that previously reported for *Opdivo* in other tumor types.

Empliciti - a humanized monoclonal antibody for the treatment of multiple myeloma. *Empliciti* is part of our alliance with AbbVie Inc. (AbbVie).

- In January 2016, the Company and AbbVie announced the Committee for Medicinal Products for Human Use (CHMP) of the EMA has adopted a positive opinion recommending that *Empliciti* be granted approval for the treatment of multiple myeloma as combination therapy with *Revlimid** and dexamethasone in patients who have received at least one prior therapy. The application now will be reviewed by the EC, which has the authority to approve medicines for the EU.
- In December 2015, the Company and AbbVie announced extended follow-up data and a pre-specified interim overall survival analysis of *Empliciti* in combination with *Revlimid** and dexamethasone (ERd) in patients with relapsed or refractory multiple myeloma from ELOQUENT-2. The follow-up data demonstrated that *Empliciti* in combination with Rd had an improvement in progression-free survival with a hazard ratio (HR) of 0.73 (95% CI: 0.60, 0.89; p="0".0014) versus Rd alone. This result was consistent with the improvement in PFS that was observed at the time of the primary analysis (HR 0.70 [95% CI: 0.57, 0.85; p = 0.0004]).
- In November 2015, the Company and AbbVie announced the FDA approved *Empliciti* for the treatment of multiple myeloma as a combination therapy with *Revlimid** and dexamethasone in patients who have received one to three prior therapies.
- In June 2015, the Company and AbbVie announced that results from an interim analysis of its Phase III, randomized, open-label ELOQUENT-2 trial. The trial (n=646) evaluated *Empliciti* in combination with lenalidomide and dexamethasone (ELd) versus lenalidomide and dexamethasone alone (Ld) for the treatment of relapsed or refractory multiple myeloma. The study met its co-primary endpoints demonstrating superior PFS and ORR. The ELd arm demonstrated a 30% reduction in the risk of disease progression or death compared to the Ld arm (HR 0.70, 95% CI, [0.57, 0.85]; p = 0.0004). The PFS rates in the ELd arm versus the Ld arm were 68% versus 57% at 1 year and 41% versus 27% at 2 years, respectively. A significant ORR also was observed with 79% (74% to 83%) in the ELd arm compared to 66% (60% to 71%) in the Ld arm (odds ratio, 1.9; 1.4 to 2.8; p=0.0002). The safety profile was consistent with previously-reported studies and there were minimal incremental adverse events with the addition of *Empliciti* to lenalidomide and dexamethasone.

Sprycel - an oral inhibitor of multiple tyrosine kinase indicated for the first-line treatment of adults with Philadelphia chromosome-positive chronic myeloid leukemia (CML) in chronic phase (CP) and the treatment of adults with chronic, accelerated, or myeloid or lymphoid blast phase CML with resistance or intolerance to prior therapy, including *Gleevec**. *Sprycel* is part of our alliance with Otsuka Pharmaceutical Co., Ltd (Otsuka).

- In August 2015, the Company and Otsuka announced the FDA approved an update to the *Sprycel* product labeling. The labeling now includes five-year efficacy and safety data in adult patients with newly diagnosed Philadelphia chromosome-positive (Ph+) CML in CP and seven-year data in CP Ph+ CML patients who are resistant or intolerant to prior therapy, including *Gleevec**.

Yervoy - a monoclonal antibody for the treatment of patients with unresectable or metastatic melanoma

- In October 2015, the Company announced the FDA approved *Yervoy* for the adjuvant treatment of patients with cutaneous melanoma with pathologic involvement of regional lymph nodes of more than 1 mm who have undergone complete resection including total lymphadenectomy.
- In October 2015, the Company announced a *Yervoy* Phase III trial, Study-104 in subjects with stage IV/recurrent NSCLC, which compared the efficacy of *Yervoy* in combination with paclitaxel and carboplatin versus placebo, and versus paclitaxel and carboplatin alone did not meet the primary endpoint of overall survival for the *Yervoy* treatment arms and has been discontinued. No new safety concerns with *Yervoy* were identified in either study. The Company will complete a full evaluation of the data and work with investigators on the future publication of the results.
- In July 2015, the Company announced two *Yervoy* Phase III trials, Study-095 in metastatic castration resistant prostate cancer and Study-156 in newly diagnosed extensive-stage disease small cell lung cancer, did not meet their primary endpoints of overall survival versus standard of care and have been discontinued. No new safety concerns with *Yervoy* were identified in either study. The Company will complete a full evaluation of the data and work with investigators on the future publication of the results.
- In July 2015, the Japanese Ministry of Health, Labour and Welfare approved *Yervoy* for first and second line treatment for unresectable malignant melanoma.

Hepatitis C Portfolio - *Daklinza* (DCV) - an NS5A replication complex inhibitor; *Sunvepra* (ASV) - an NS3 protease inhibitor; and Beclabuvir (BCV) - an NS5B non-nucleoside polymerase inhibitor in development

- In January 2016, the Company announced the FDA approved *Daklinza* in combination with sofosbuvir (with or without ribavirin) in genotypes 1 and 3. The expanded label includes data in three additional challenging-to-treat patient populations: chronic HCV patients with HIV-1 coinfection, advanced cirrhosis, or post-liver transplant recurrence of HCV. The *Daklinza* plus sofosbuvir regimen is already available for the treatment of chronic HCV genotype 3, and is currently the only 12-week, once-daily all-oral treatment option for these patients. Sustained virologic response (SVR) rates are reduced in genotype 3 patients with cirrhosis receiving *Daklinza* and sofosbuvir for 12 weeks without ribavirin. Sofosbuvir is a product of Gilead Sciences, Inc. (Gilead).
- In January 2016, the Company announced the EC approved *Daklinza* for the treatment of chronic HCV in three new patient populations. The expanded label allows for the use of *Daklinza* in combination with sofosbuvir (with or without ribavirin, depending on the indication and HCV genotype) in HCV patients with decompensated cirrhosis, HIV-1 coinfection, and post-liver transplant recurrence of HCV in all 28 Member States of the EU.
- In November 2015, the Company announced data from the Phase III ALLY-3+ trial investigating a regimen of *Daklinza* in combination with sofosbuvir and ribavirin in genotype 3 HCV patients with advanced fibrosis or cirrhosis, for treatment durations of 12 and 16 weeks. This patient population is one of the most difficult to treat, among whom SVR rates, or cure, have proved harder to achieve. The results show that 100% of patients in the advanced fibrosis cohort achieved SVR12 in both the 12- and 16-week arms of the study. SVR12 rates were 83% and 89% in patients with cirrhosis in the 12- and 16-week arms, respectively.
- In October 2015, the Company announced the National Institute for Health and Care Excellence (NICE) has recommended *Daklinza* in England and Wales for the treatment of adult patients with chronic HCV. Specifically, NICE recommended *Daklinza* to treat certain patients with HCV genotypes 1, 3 and 4. Approximately 214,000 people in the UK are thought to have chronic HCV, and roughly 100,000 of those patients are estimated to have genotype 3, a difficult-to-treat and often aggressive form of chronic HCV.
- In September 2015, the Company announced the EC approved an updated label for *Daklinza* for the treatment of genotype 3 chronic HCV. The update allows the use of *Daklinza* in combination with sofosbuvir for 12 weeks in patients without cirrhosis in all 28 Member States of the EU, and marks the first time these patients with genotype 3 HCV have a once-daily, all-oral treatment regimen of this shorter duration.
- In July 2015, the Company announced the FDA approved *Daklinza* for use with sofosbuvir for the treatment of patients with chronic HCV genotype 3. This approval marks the first time patients with chronic HCV genotype 3 have a 12-week, once-daily, all-oral treatment option. SVR rates were reduced in HCV genotype 3-infected patients with cirrhosis receiving this regimen.
- In July 2015, the Company announced that it does not plan to seek regulatory approval of the new drug application of the HCV triple-regimen, or TRIO, of DCV, ASV and BCV, in the United States or in Europe.
- In May 2015, the Company announced the FDA amended a previously granted Breakthrough Therapy Designation for the investigational daclatasvir and sofosbuvir combination for use in HCV patients. The updated Designation reflects recently presented data on HCV genotype 1 patients with advanced cirrhosis (Child-Pugh Class B or C) and those who develop genotype 1 HCV recurrence post-liver transplant.
- In April 2015, the Company announced the primary endpoints were successfully met in ALLY-1, a Phase III clinical trial evaluating a 12-week, combination of daclatasvir and sofosbuvir once-daily with ribavirin for the treatment of patients with chronic HCV with either advanced cirrhosis or post-liver transplant recurrence of HCV.
- In February 2015, the Company announced results from ALLY-2, a Phase III clinical trial evaluating the investigational once-daily combination of daclatasvir and sofosbuvir for the treatment of patients with chronic HCV coinfected with HIV – a patient population that historically has been challenging to treat in large part due to potential drug-drug interactions between the therapy regimens used to treat each infection. Among ALLY-2 patients treated for 12 weeks (treatment-naïve and -experienced), 97% (n=149/153) achieved cure (SVR12 weeks after treatment). The study met the primary endpoint, with 96% (n=80/83) of treatment-naïve genotype 1 patients achieving SVR12. Treatment with daclatasvir in combination with sofosbuvir in this study showed high SVR rates, with no discontinuations due to adverse events, and no serious adverse events related to study medications throughout the treatment phase.
- In February 2015, the FDA notified the Company of its intention to rescind the Breakthrough Therapy Designation for certain genotype 1 HCV regimens related to daclatasvir and other investigational BMS therapies. This will not impact our current submission/resubmission timetable of the NDA for daclatasvir in combination with other antiviral agents for the treatment of HCV.

Reyataz Franchise - a protease inhibitor for the treatment of HIV, which includes *Reyataz* and is also included in the combination therapy, *Evotaz* (atazanavir 300 mg and cobicistat 150 mg). *Evotaz* is part of a license agreement with Gilead.

- In July 2015, the Company announced the EC approved *Evotaz* for the treatment of HIV-1 infected adults without known mutations associated with resistance to atazanavir. *Evotaz* is a once-daily single tablet two drug regimen combining *Reyataz* and *Tybost**. *Tybost** is a product of Gilead.

- In June 2015, the FDA granted pediatric exclusivity for *Reyataz* which provides an additional six month period of exclusivity in the U.S.
- In January 2015, the Company announced the FDA approved *Evotaz* for the treatment of the HIV-1 infection in adults, a once-daily single tablet two drug regimen combining *Reyataz* and *Tybost**.

Orencia - a fusion protein indicated for adult patients with moderate to severe active RA and is also indicated for reducing signs and symptoms in certain pediatric patients with moderately to severely active polyarticular juvenile idiopathic arthritis.

- In June 2015, the Company announced data from the *Orencia* Phase IIIb AVERT and AMPLE trials. These trials included early moderate to severe RA patients with active disease. AVERT trial data suggests potentially faster onset of clinical response and greater drug-free clinical remission with earlier use in patients taking *Orencia* plus methotrexate over patients taking methotrexate alone. Exploratory data of patients with high anti-citrullinated protein antibody levels at baseline in the AMPLE trial suggest better response with *Orencia* than with adalimumab. Adalimumab is a product of AbbVie.
- In April 2015, the EMA approved the ClickJect Pre-Filled Pen, a new autoinjector delivery device for *Orencia* for use in adult patients in the EU who have moderate to severe active RA in combination with methotrexate after inadequate disease-modifying anti-rheumatic drug response.

Eliquis - an oral Factor Xa inhibitor, targeted at stroke prevention in NVAF and the prevention and treatment of VTE disorders. *Eliquis* is part of our alliance with Pfizer, Inc. (Pfizer).

- In December 2015, the Company and Pfizer announced results from a post-hoc early time course subanalysis of the Phase III AMPLIFY trial. The subanalysis demonstrated *Eliquis* was comparable to conventional therapy (subcutaneous enoxaparin overlapped and followed by oral warfarin dose-adjusted to an international normalized ratio of 2.0 to 3.0) in recurrent VTE and VTE-related death with significantly less major bleeding during the first 7, 21 and 90 days after starting treatment. Results of the subanalyses were consistent with the overall results of the *Eliquis* Phase III AMPLIFY trial.
- In September 2015, the Company and Pfizer announced the first patient has been enrolled into the Phase IV clinical trial, AUGUSTUS which will evaluate the safety of *Eliquis* versus warfarin or other vitamin K antagonists in patients with NVAF and a recent acute coronary syndrome or undergoing percutaneous coronary intervention, also known as a stent.

Special Note Regarding Forward-Looking Statements

This annual report on Form 10-K (including documents incorporated by reference) and other written and oral statements we make from time to time contain certain "forward-looking" statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. You can identify these forward-looking statements by the fact they use words such as "should", "expect", "anticipate", "estimate", "target", "may", "project", "guidance", "intend", "plan", "believe" and other words and terms of similar meaning and expression in connection with any discussion of future operating or financial performance. One can also identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. Such forward-looking statements are based on current expectations and involve inherent risks and uncertainties, including factors that could delay, divert or change any of them, and could cause actual outcomes to differ materially from current expectations. These statements are likely to relate to, among other things, our goals, plans and projections regarding our financial position, results of operations, cash flows, market position, product development, product approvals, sales efforts, expenses, performance or results of current and anticipated products and the outcome of contingencies such as legal proceedings and financial results, which are based on current expectations that involve inherent risks and uncertainties, including internal or external factors that could delay, divert or change any of them in the next several years. We have included important factors in the cautionary statements included in this Annual Report on Form 10-K, particularly under "Item 1A. Risk Factors," that we believe could cause actual results to differ materially from any forward-looking statement.

Although we believe we have been prudent in our plans and assumptions, no assurance can be given that any goal or plan set forth in forward-looking statements can be achieved and readers are cautioned not to place undue reliance on such statements, which speak only as of the date made. We undertake no obligation to release publicly any revisions to forward-looking statements as a result of new information, future events or otherwise.

QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

We are exposed to market risk resulting from changes in currency exchange rates and interest rates. Certain derivative financial instruments are used when available on a cost-effective basis to hedge our underlying economic exposure. All of our financial instruments, including derivatives, are subject to counterparty credit risk considered as part of the overall fair value measurement. Derivative financial instruments are not used for trading purposes.

Foreign Exchange Risk

Significant amounts of our revenues, earnings and cash flow are exposed to changes in foreign currency rates. Our primary net foreign currency translation exposures are the euro, Japanese yen, Chinese renminbi, Canadian dollar and South Korean won. Foreign currency forward contracts used to manage risk which primarily arises from certain intercompany purchase transactions are designated as foreign currency cash flow hedges when appropriate. In addition, we are exposed to foreign exchange transaction risk arising from non-functional currency denominated assets and liabilities and earnings denominated in non-U.S. dollar currencies. Foreign currency forward contracts used to offset these exposures are not designated as hedges.

We estimate that a 10% appreciation in the underlying currencies being hedged from their levels against the U.S. dollar (with all other variables held constant) would decrease the fair value of foreign exchange forward contracts by $144 million at December 31, 2015, reducing earnings over the remaining life of the contracts.

We are also exposed to translation risk on non-U.S. dollar-denominated net assets. Non-U.S. dollar borrowings used to hedge the foreign currency exposures of our net investment in certain foreign affiliates and are designated as hedges of net investments. The effective portion of foreign exchange gains or losses on these hedges is included in the foreign currency translation component of accumulated other comprehensive income/(loss). If our net investment decreases below the equivalent value of the non-U.S. debt borrowings, the change in the remeasurement basis of the debt would be subject to recognition in income as changes occur. For additional information, refer to “Item 8. Financial Statements—Note 10. Financial Instruments and Fair Value Measurements.”

Interest Rate Risk

We use fixed-to-floating interest rate swap contracts designated as fair value hedges and forward starting interest rate swap contracts designated as cash flow hedges as part of our interest rate risk management strategy. These contracts are intended to provide us with an appropriate balance of fixed and floating rate debt, and forward starting swap contracts are used to manage the interest rate of future debt issuances. We estimate that an increase of 100 basis points in short-term or long-term interest rates would decrease the fair value of our interest rate swap contracts by $58 million, or a decrease of 100 basis points in short-term or long-term interest rates would decrease the fair value of our forward starting interest rate swap contracts by $122 million, thereby reducing earnings over the remaining life of the contracts.

We estimate that an increase of 100 basis points in long-term interest rates would decrease the fair value of long-term debt by $591 million. Our marketable securities are subject to changes in fair value as a result of interest rate fluctuations and other market factors. Our policy is to invest only in institutions that meet high credit quality standards. We estimate that an increase of 100 basis points in interest rates in general would decrease the fair value of our debt security portfolio by approximately $123 million.

Credit Risk

Although not material, certain European government-backed entities with a higher risk of default, such as Greece, Portugal, Italy and Spain, are monitored through economic factors, including credit ratings, credit-default swap rates, debt-to-gross domestic product ratios and other entity specific factors. Historically, our exposure was limited by factoring receivables. Our credit exposures in Europe may increase in the future due to reductions in our factoring arrangements and the ongoing sovereign debt crisis.

We monitor our investments with counterparties with the objective of minimizing concentrations of credit risk. Our investment policy establishes limits on the amount and time to maturity of investments with any individual counterparty. The policy also requires that investments are only entered into with corporate and financial institutions that meet high credit quality standards.

The use of derivative instruments exposes us to credit risk. When the fair value of a derivative instrument contract is positive, we are exposed to credit risk if the counterparty fails to perform. When the fair value of a derivative instrument contract is negative, the counterparty is exposed to credit risk if we fail to perform our obligation. Collateral is not required by any party whether derivatives are in an asset or liability position. We have a policy of diversifying derivatives with counterparties to mitigate the overall risk of counterparty defaults. For additional information, refer to “Item 8. Financial Statements—Note 10. Financial Instruments and Fair Value Measurements.”

CONSOLIDATED STATEMENTS OF EARNINGS

Dollars and Shares in Millions, Except Per Share Data

EARNINGS	Year Ended December 31, 2015	2014	2013
Net product sales	$ 14,045	$ 11,660	$ 12,304
Alliance and other revenues	2,515	4,219	4,081
Total Revenues	16,560	15,879	16,385
Cost of products sold	3,909	3,932	4,619
Marketing, selling and administrative	4,841	4,822	4,939
Research and development	5,920	4,534	3,731
Other (income)/expense	(187)	210	205
Total Expenses	14,483	13,498	13,494
Earnings Before Income Taxes	2,077	2,381	2,891
Provision for Income Taxes	446	352	311
Net Earnings	1,631	2,029	2,580
Net Earnings Attributable to Noncontrolling Interest	66	25	17
Net Earnings Attributable to BMS	$ 1,565	$ 2,004	$ 2,563
Earnings per Common Share			
Basic	$ 0.94	$ 1.21	$ 1.56
Diluted	$ 0.93	$ 1.20	$ 1.54
Cash dividends declared per common share	$ 1.49	$ 1.45	$ 1.41

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

Dollars in Millions

COMPREHENSIVE INCOME	Year Ended December 31, 2015	2014	2013
Net Earnings	$ 1,631	$ 2,029	$ 2,580
Other Comprehensive Income/(Loss), net of taxes and reclassifications to earnings:			
Derivatives qualifying as cash flow hedges	(51)	69	7
Pension and postretirement benefits	101	(324)	1,166
Available-for-sale securities	(54)	3	(37)
Foreign currency translation	(39)	(32)	(75)
Total Other Comprehensive Income/(Loss)	(43)	(284)	1,061
Comprehensive Income	1,588	1,745	3,641
Comprehensive Income Attributable to Noncontrolling Interest	66	25	17
Comprehensive Income Attributable to BMS	$ 1,522	$ 1,720	$ 3,624

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED BALANCE SHEETS

Dollars in Millions, Except Share and Per Share Data

	December 31, 2015	December 31, 2014
ASSETS		
Current Assets:		
Cash and cash equivalents	$ 2,385	$ 5,571
Marketable securities	1,885	1,864
Receivables	4,299	3,390
Inventories	1,221	1,560
Deferred income taxes	—	1,644
Prepaid expenses and other	491	470
Assets held-for-sale	134	109
Total Current Assets	10,415	14,608
Property, plant and equipment	4,412	4,417
Goodwill	6,881	7,027
Other intangible assets	1,419	1,753
Deferred income taxes	2,844	915
Marketable securities	4,660	4,408
Other assets	1,117	621
Total Assets	$ 31,748	$ 33,749
LIABILITIES		
Current Liabilities:		
Short-term borrowings	$ 139	$ 590
Accounts payable	1,565	2,487
Accrued expenses	2,759	2,459
Deferred income	1,003	1,167
Accrued rebates and returns	1,324	851
Income taxes payable	572	262
Dividends payable	655	645
Total Current Liabilities	8,017	8,461
Pension, postretirement and postemployment liabilities	949	1,115
Deferred income	586	770
Income taxes payable	742	560
Other liabilities	480	618
Long-term debt	6,550	7,242
Total Liabilities	17,324	18,766
Commitments and contingencies (Note 22)		
EQUITY		
Bristol-Myers Squibb Company Shareholders' Equity:		
Preferred stock, $2 convertible series, par value $1 per share: Authorized 10 million shares; issued and outstanding 4,161 in 2015 and 4,212 in 2014, liquidation value of $50 per share	—	—
Common stock, par value of $0.10 per share: Authorized 4.5 billion shares; 2.2 billion issued in both 2015 and 2014	221	221
Capital in excess of par value of stock	1,459	1,507
Accumulated other comprehensive loss	(2,468)	(2,425)
Retained earnings	31,613	32,541
Less cost of treasury stock — 539 million common shares in 2015 and 547 million in 2014	(16,559)	(16,992)
Total Bristol-Myers Squibb Company Shareholders' Equity	14,266	14,852
Noncontrolling interest	158	131
Total Equity	14,424	14,983
Total Liabilities and Equity	$ 31,748	$ 33,749

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS

Dollars in Millions

	Year Ended December 31,		
	2015	2014	2013
Cash Flows From Operating Activities:			
Net earnings	**$ 1,631**	$ 2,029	$ 2,580
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Net earnings attributable to noncontrolling interest	**(66)**	(25)	(17)
Depreciation and amortization, net	**376**	467	763
Deferred income taxes	**(347)**	(542)	(491)
Stock-based compensation	**235**	213	191
Impairment charges	**192**	401	40
Pension settlements and amortization	**245**	971	294
Other adjustments	**594**	(567)	(9)
Changes in operating assets and liabilities:			
Receivables	**(942)**	(252)	(504)
Inventories	**97**	(254)	(45)
Accounts payable	**(919)**	(44)	412
Deferred income	**218**	613	965
Income taxes payable	**47**	171	126
Other	**471**	(33)	(760)
Net Cash Provided by Operating Activities	**1,832**	3,148	3,545
Cash Flows From Investing Activities:			
Sale and maturities of marketable securities	**2,794**	4,095	1,815
Purchase of marketable securities	**(3,143)**	(5,719)	(1,859)
Capital expenditures	**(820)**	(526)	(537)
Divestiture and other proceeds	**708**	3,585	9
Acquisition and other payments	**(1,111)**	(219)	—
Net Cash Provided by/(Used in) Investing Activities	**(1,572)**	1,216	(572)
Cash Flows From Financing Activities:			
Short-term borrowings, net	**(449)**	244	198
Issuance of long-term debt	**1,268**	—	1,489
Repayment of long-term debt	**(1,957)**	(676)	(597)
Interest rate swap contract terminations	**(2)**	105	20
Issuance of common stock	**266**	288	564
Repurchase of common stock	**—**	—	(433)
Dividends	**(2,477)**	(2,398)	(2,309)
Net Cash Used in Financing Activities	**(3,351)**	(2,437)	(1,068)
Effect of Exchange Rates on Cash and Cash Equivalents	**(95)**	58	25
Increase/(Decrease) in Cash and Cash Equivalents	**(3,186)**	1,985	1,930
Cash and Cash Equivalents at Beginning of Year	**5,571**	3,586	1,656
Cash and Cash Equivalents at End of Year	**$ 2,385**	$ 5,571	$ 3,586

The accompanying notes are an integral part of these consolidated financial statements.

Note 1 ACCOUNTING POLICIES AND RECENTLY ISSUED ACCOUNTING STANDARDS

Basis of Consolidation

The consolidated financial statements are prepared in conformity with United States (U.S.) generally accepted accounting principles (GAAP), including the accounts of Bristol-Myers Squibb Company and all of its controlled majority-owned subsidiaries and certain variable interest entities (which may be referred to as Bristol-Myers Squibb, BMS, or the Company). All intercompany balances and transactions are eliminated. Material subsequent events are evaluated and disclosed through the report issuance date.

Alliance and license arrangements are assessed to determine whether the terms provide economic or other control over the entity requiring consolidation of an entity. Entities controlled by means other than a majority voting interest are referred to as variable interest entities and are consolidated when BMS has both the power to direct the activities of the variable interest entity that most significantly impacts its economic performance and the obligation to absorb losses or the right to receive benefits that could potentially be significant to the entity.

Use of Estimates

The preparation of financial statements requires the use of management estimates and assumptions. The most significant assumptions are estimates in determining the fair value and potential impairment of intangible assets; sales rebate and return accruals; legal contingencies; income taxes; estimated selling prices used in multiple element arrangements; and pension and postretirement benefits. Actual results may differ from estimated results.

Reclassifications

Certain prior period amounts were reclassified to conform to the current period presentation. Advertising and product promotion costs previously presented separately in the consolidated statements of earnings are now included in marketing, selling and administrative expenses.

Revenue Recognition

Revenue is recognized when persuasive evidence of an arrangement exists, the sales price is fixed or determinable, collectability is reasonably assured and title and substantially all risks and rewards of ownership is transferred, generally at time of shipment (including the supply of commercial products to alliance partners when they are the principal in the end customer sale). However, certain revenue of non-U.S. businesses is recognized on the date of receipt by the customer. Alliance and other revenue related to *Abilify** and *Atripla** is not recognized until the products are sold to the end customer by the alliance partner. Royalties are recognized when the third-party sales are reliably measurable and collectability is reasonably assured. Refer to "—Note 3. Alliances" for further detail regarding alliances.

Revenue is reduced at the time of recognition for expected sales returns, discounts, rebates and sales allowances based on historical experience updated for changes in facts and circumstances including the impact of applicable healthcare legislation. Revenue is deferred when there is no historical experience with products in a similar therapeutic category, or until the right of return no longer exists or sufficient historical experience to estimate sales returns is developed.

Income Taxes

The provision for income taxes includes income taxes paid or payable for the current year plus the change in deferred taxes during the year. Deferred taxes result from differences between the financial and tax basis of assets and liabilities and are adjusted for changes in tax rates and tax laws when changes are enacted. Valuation allowances are recognized to reduce deferred tax assets when it is more likely than not that a tax benefit will not be realized. The assessment of whether or not a valuation allowance is required often requires significant judgment including the long-range forecast of future taxable income and the evaluation of tax planning initiatives. Adjustments to the deferred tax valuation allowances are made to earnings in the period when such assessments are made.

Tax benefits are recognized from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities based on the technical merits of the position. The tax benefit recognized in the financial statements for a particular tax position is based on the largest benefit that is more likely than not to be realized upon settlement.

Cash and Cash Equivalents

Cash and cash equivalents include bank deposits, time deposits, commercial paper and money market funds. Cash equivalents consist of highly liquid investments with original maturities of three months or less at the time of purchase and are recognized at cost, which approximates fair value.

Marketable Securities and Investments in Other Companies

Marketable securities are classified as “available-for-sale” on the date of purchase and reported at fair value. Fair value is determined based on observable market quotes or valuation models using assessments of counterparty credit worthiness, credit default risk or underlying security and overall capital market liquidity.

Investments in 50% or less owned companies are accounted for using the equity method of accounting when the ability to exercise significant influence is maintained. The share of net income or losses of equity investments is included in other (income)/expense. Equity investments are reviewed for impairment by assessing if the decline in market value of the investment below the carrying value is other than temporary, which considers the intent and ability to retain the investment, the duration and extent that the market value has been less than cost and the investee's financial condition.

Inventory Valuation

Inventories are stated at the lower of average cost or market.

Property, Plant and Equipment and Depreciation

Expenditures for additions, renewals and improvements are capitalized at cost. Depreciation is computed on a straight-line method based on the estimated useful lives of the related assets ranging from 20 to 50 years for buildings and 3 to 20 years for machinery, equipment and fixtures.

Impairment of Long-Lived Assets

Current facts or circumstances are periodically evaluated to determine if the carrying value of depreciable assets to be held and used may not be recoverable. If such circumstances exist, an estimate of undiscounted future cash flows generated by the long-lived asset, or appropriate grouping of assets, is compared to the carrying value to determine whether an impairment exists at its lowest level of identifiable cash flows. If an asset is determined to be impaired, the loss is measured based on the difference between the asset’s fair value and its carrying value. An estimate of the asset’s fair value is based on quoted market prices in active markets, if available. If quoted market prices are not available, the estimate of fair value is based on various valuation techniques using Level 3 fair value inputs, including a discounted value of estimated future cash flows.

Capitalized Software

Eligible costs to obtain internal use software are capitalized and amortized over the estimated useful life of the software.

Business Combinations

Businesses acquired are consolidated upon obtaining control. The fair value of assets acquired and liabilities assumed are recognized at the date of acquisition. Any excess of the purchase price over the estimated fair values of the net assets acquired is recognized as goodwill. Business acquisition costs are expensed when incurred.

Goodwill, Acquired In-Process Research and Development and Other Intangible Assets

The fair value of intangible assets is typically determined using the “income method” utilizing Level 3 fair value inputs. The market participant valuations assume a global view considering all potential jurisdictions and indications based on discounted after-tax cash flow projections, risk adjusted for estimated probability of technical and regulatory success (for IPRD).

Finite-lived intangible assets, including licenses, developed technology rights and IPRD projects that reach commercialization are amortized on a straight-line basis over their estimated useful life. Estimated useful lives are determined considering the period the assets are expected to contribute to future cash flows.

Goodwill is tested at least annually for impairment by assessing qualitative factors or performing a quantitative analysis in determining whether it is more likely than not that the fair value of net assets are below their carrying amounts. Examples of qualitative factors assessed in 2015 include our share price, financial performance compared to budgets, long-term financial plans, macroeconomic, industry and market conditions as well as the substantial excess of fair value over the carrying value of net assets from the annual impairment test performed in a prior year. Each relevant factor is assessed both individually and in the aggregate.

IPRD is tested for impairment on an annual basis and more frequently if events occur or circumstances change that would indicate a potential reduction in the fair values of the assets below their carrying value. If the carrying value of IPRD is determined to exceed the fair value, an impairment loss is recognized for the difference.

Finite-lived intangible assets are tested for impairment when facts or circumstances suggest that the carrying value of the asset may not be recoverable. If the carrying value exceeds the projected undiscounted pretax cash flows of the intangible asset, an impairment loss equal to the excess of the carrying value over the estimated fair value (discounted after-tax cash flows) is recognized.

Restructuring

Restructuring charges are recognized as a result of actions to streamline operations and rationalize manufacturing facilities. Estimating the impact of restructuring plans, including future termination benefits and other exit costs requires judgment. Actual results could vary from these estimates.

Contingencies

Loss contingencies from legal proceedings and claims may occur from a wide range of matters, including government investigations, shareholder lawsuits, product and environmental liability, contractual claims and tax matters. Accruals are recognized when it is probable that a liability will be incurred and the amount of loss can be reasonably estimated. Gain contingencies (including contingent proceeds related to the divestitures) are not recognized until realized. Legal fees are expensed as incurred.

Shipping and Handling Costs

Shipping and handling costs are included in marketing, selling and administrative expenses and were $85 million in 2015, $115 million in 2014 and $119 million in 2013.

Advertising and Product Promotion Costs

Advertising and product promotion costs are included in marketing, selling and administrative expenses and were $825 million in 2015, $734 million in 2014 and $855 million in 2013. Advertising and product promotion costs are expensed as incurred.

Foreign Currency Translation

Foreign subsidiary earnings are translated into U.S. dollars using average exchange rates. The net assets of foreign subsidiaries are translated into U.S. dollars using current exchange rates. The U.S. dollar effects that arise from translating the net assets of these subsidiaries at changing rates are recognized in OCI.

Research and Development

Research and development costs are expensed as incurred. Clinical study costs are accrued over the service periods specified in the contracts and adjusted as necessary based upon an ongoing review of the level of effort and costs actually incurred. Strategic alliances with third parties provide licensing rights to develop, manufacture, market and/or sell pharmaceutical products, the rights to which are owned by the other party. Research and development is recognized net of reimbursements in connection with alliance agreements. Upfront and contingent milestone payments for asset acquisitions of investigational compounds are also included in research and development expenses.

Cash Flow

Upfront and contingent milestone payments for licensing of investigational compounds are included in operating activities and asset or business acquisitions are included in investing activities. Divestiture proceeds are included in investing activities as well as royalties and other consideration received subsequent to the related sale of the asset or business. Other adjustments reflected in operating activities include divestiture gains and losses and related royalties, research and development asset acquisition charges, gains and losses on debt redemption and changes in the fair value of written option liabilities.

Recently Issued Accounting Standards

In January 2016, the Financial Accounting Standards Board (FASB) issued amended guidance to the recognition, measurement, presentation and disclosures of financial instruments effective January 1, 2018 with early adoption not permitted. The new guidance requires that fair value adjustments for equity securities with readily determinable fair values currently classified as available-for-sale be reported through earnings. The new guidance also requires a qualitative impairment assessment for equity investments without a readily determinable fair value and would require an impairment charge through earnings if the assessment indicates an impairment exists. The Company is assessing the potential impact of the new standard on our consolidated financial statements.

In November 2015, the FASB issued amended guidance on the presentation of deferred tax assets and liabilities. The new guidance requires all deferred tax assets and liabilities to be classified as non-current. BMS elected to early adopt this standard as of December 31, 2015 prospectively. Refer to "—Note 8. Income taxes" for further information.

In April 2015, the FASB issued amended guidance on the presentation of debt issuance costs. The new guidance requires debt issuance costs to be presented as a reduction to the carrying value of debt in the balance sheet, consistent with debt discounts. BMS elected to early adopt this standard as of December 31, 2015. The adoption of this standard did not have a material impact on our consolidated financial statements. Refer to "—Note 10. Financial Instruments and Fair Value Measurements" for further information.

In May 2014, the FASB issued a new standard related to revenue recognition, which requires an entity to recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods or services to customers. The new standard will replace most of the existing revenue recognition standards in U.S. GAAP when it becomes effective. In July 2015, the FASB decided to delay the effective date by one year to January 1, 2018. Early adoption is permitted no earlier than 2017. The new standard can be applied retrospectively to each prior reporting period presented or retrospectively with the cumulative effect of the change recognized at the date of the initial application in retained earnings. The Company is assessing the potential impact of the new standard on financial reporting and has not yet selected a transition method.

In April 2014, the FASB issued amended guidance on the use and presentation of discontinued operations in an entity's consolidated financial statements. The new guidance restricts the presentation of discontinued operations to business circumstances when the disposal of business operations represents a strategic shift that has or will have a major effect on an entity's operations and financial results. The guidance became effective on January 1, 2015.

Note 2 BUSINESS SEGMENT INFORMATION

BMS operates in a single segment engaged in the discovery, development, licensing, manufacturing, marketing, distribution and sale of innovative medicines that help patients prevail over serious diseases. A global research and development organization and supply chain organization are responsible for the discovery, development, manufacturing and supply of products. Regional commercial organizations market, distribute and sell the products. The business is also supported by global corporate staff functions. Segment information is consistent with the financial information regularly reviewed by the chief executive officer for purposes of evaluating performance, allocating resources, setting incentive compensation targets and planning and forecasting future periods.

Products are sold principally to wholesalers, and to a lesser extent, directly to distributors, retailers, hospitals, clinics, government agencies and pharmacies. Gross revenues to the three largest pharmaceutical wholesalers in the U.S. as a percentage of global gross revenues were as follows:

	2015	2014	2013
McKesson Corporation	**21%**	20%	19%
AmerisourceBergen Corporation	**16%**	17%	15%
Cardinal Health, Inc.	**12%**	12%	14%

Selected geographic area information was as follows:

	Revenues			Property, Plant and Equipment	
Dollars in Millions	**2015**	2014	2013	**2015**	2014
United States	**$ 8,188**	$ 7,716	$ 8,318	**$ 3,681**	$ 3,686
Europe	**3,491**	3,592	3,930	**616**	597
Rest of the World	**4,142**	3,459	3,295	**115**	134
Other[(a)]	**739**	1,112	842	**—**	—
Total	**$ 16,560**	$ 15,879	$ 16,385	**$ 4,412**	$ 4,417

(a) Other revenues include royalties and alliance-related revenues for products not sold by our regional commercial organizations.

Product revenues were as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Virology			
Baraclude (entecavir)	$ 1,312	$ 1,441	$ 1,527
Hepatitis C Franchise	1,603	256	—
Reyataz (atazanavir sulfate) Franchise	1,139	1,362	1,551
Sustiva (efavirenz) Franchise	1,252	1,444	1,614
Oncology			
Empliciti (elotuzumab)	3	—	—
Erbitux (cetuximab)*	501	723	696
Opdivo (nivolumab)	942	6	—
Sprycel (dasatinib)	1,620	1,493	1,280
Yervoy (ipilimumab)	1,126	1,308	960
Neuroscience			
Abilify (aripiprazole)*	746	2,020	2,289
Immunoscience			
Orencia (abatacept)	1,885	1,652	1,444
Cardiovascular			
Eliquis (apixaban)	1,860	774	146
Mature Products and All Other	2,571	3,400	4,878
Total Revenues	$ 16,560	$ 15,879	$ 16,385

The composition of total revenues was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Net product sales	$ 14,045	$ 11,660	$ 12,304
Alliance revenues	2,408	3,828	3,804
Other revenues	107	391	277
Total Revenues	$ 16,560	$ 15,879	$ 16,385

Note 3 ALLIANCES

BMS enters into collaboration arrangements with third parties for the development and commercialization of certain products. Although each of these arrangements is unique in nature, both parties are active participants in the operating activities of the collaboration and exposed to significant risks and rewards depending on the commercial success of the activities. BMS may either in-license intellectual property owned by the other party or out-license its intellectual property to the other party. These arrangements also typically include research, development, manufacturing, and/or commercial activities and can cover a single investigational compound or commercial product or multiple compounds and/or products in various life cycle stages. The rights and obligations of the parties can be global or limited to geographic regions. We refer to these collaborations as alliances and our partners as alliance partners. Several key products such as *Sustiva* (*Atripla**), *Empliciti*, *Erbitux*, Opdivo*, *Sprycel*, *Yervoy*, *Abilify**, *Orencia* and *Eliquis*, as well as products comprising the diabetes alliance discussed below and certain mature and other brands were included in alliance arrangements.

Payments between alliance partners are accounted for and presented in the results of operations after considering the specific nature of the payment and the underlying activities to which the payments relate. Multiple alliance activities, including the transfer of rights, are only separated into individual units of accounting if they have standalone value from other activities that occur over the life of the arrangements. In these situations, the arrangement consideration is allocated to the activities or rights on a relative selling price basis. If multiple alliance activities or rights do not have standalone value, they are combined into a single unit of accounting.

The most common activities between BMS and its alliance partners are presented in results of operations as follows:

- When BMS is the principal in the end customer sale, 100% of product sales are included in net product sales. When BMS's alliance partner is the principal in the end customer sale, BMS's contractual share of the third-party sales and/or royalty income are included in alliance and other revenue as the sale of commercial products are considered part of BMS's ongoing major or central operations. Refer to "Revenue Recognition" included in "—Note 1. Accounting Policies" for information regarding recognition criteria.
- Amounts payable to BMS by alliance partners (who are the principal in the end customer sale) for supply of commercial products are included in alliance and other revenue as the sale of commercial products are considered part of BMS's ongoing major or central operations.
- Profit sharing, royalties and other sales-based fees payable by BMS to alliance partners are included in cost of products sold as incurred.
- Cost reimbursements between the parties are recognized as incurred and included in cost of products sold; marketing, selling and administrative expenses; or research and development expenses, based on the underlying nature of the related activities subject to reimbursement.
- Upfront and contingent development and approval milestones payable to BMS by alliance partners for investigational compounds and commercial products are deferred and amortized over the shorter of the contractual term or the periods in which the related compounds or products are expected to contribute to future cash flows. The amortization is presented consistent with the nature of the payment under the arrangement. For example, amounts received for investigational compounds are presented in other (income)/expense as the activities being performed at that time are not related to the sale of commercial products that are part of BMS’s ongoing major or central operations; amounts received for commercial products are presented in alliance and other revenue as the sale of commercial products are considered part of BMS’s ongoing major or central operations (except for the AstraZeneca PLC (AstraZeneca) alliance pertaining to the Amylin products - see further discussion under the specific AstraZeneca alliance disclosure herein).
- Upfront and contingent approval milestones payable by BMS to alliance partners for commercial products are capitalized and amortized over the shorter of the contractual term or the periods in which the related products are expected to contribute to future cash flows. The amortization is included in cost of products sold.
- Upfront and contingent milestones payable by BMS to alliance partners prior to regulatory approval are expensed as incurred and included in research and development expenses.
- Royalties and other contingent consideration payable to BMS by alliance partners related to the divestiture of such businesses are included in other income when earned.
- Equity in net income of affiliates is included in other (income)/expense.
- All payments between BMS and its alliance partners are presented in cash flows from operating activities, except as otherwise described below.

Selected financial information pertaining to our alliances was as follows, including net product sales when BMS is the principal in the third-party customer sale for products subject to the alliance. Expenses summarized below do not include all amounts attributed to the activities for the products in the alliance, but only the payments between the alliance partners or the related amortization if the payments were deferred or capitalized.

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from alliances:			
Net product sales	$ 4,308	$ 3,531	$ 4,417
Alliance revenues	2,408	3,828	3,804
Total Revenues	$ 6,716	$ 7,359	$ 8,221
Payments to/(from) alliance partners:			
Cost of products sold	$ 1,655	$ 1,394	$ 1,356
Marketing, selling and administrative	15	134	(183)
Research and development	693	8	(140)
Other (income)/expense	(733)	(1,076)	(313)
Noncontrolling interest, pretax	51	38	36

Selected Alliance Balance Sheet Information: Dollars in Millions	December 31, 2015	2014
Receivables – from alliance partners	$ 958	$ 888
Accounts payable – to alliance partners	542	1,479
Deferred income from alliances	1,459	1,493

BMS entered into certain licensing and alliance agreements in 2015 (including options to license or acquire the related assets). Upfront payments for these new agreements charged to research and development expenses were $619 million in 2015. The prior period amounts disclosed in research and development expenses for upfront payments to alliance partners were revised to include similar type of payments.

Specific information pertaining to each of our significant alliances is discussed below, including their nature and purpose; the significant rights and obligations of the parties; specific accounting policy elections; and the income statement classification of and amounts attributable to payments between the parties.

Pfizer

BMS and Pfizer, Inc. (Pfizer) are parties to a worldwide co-development and co-commercialization agreement for *Eliquis*, an anticoagulant discovered by BMS. Pfizer funds between 50% and 60% of all development costs depending on the study. Profits and losses are shared equally on a global basis except for in certain countries where Pfizer commercializes *Eliquis* and pays BMS compensation based on a percentage of net sales.

Upon entering into the agreement, co-exclusive license rights for the product were granted to Pfizer in exchange for an upfront payment and potential milestone payments. Both parties assumed certain obligations to actively participate in the alliance and actively participate in a joint executive committee and various other operating committees and have joint responsibilities for the research, development, distribution, sales and marketing activities of the alliance using resources in their own infrastructures. BMS manufactures the product in the alliance and is the principal in the end customer product sales in the U.S., significant countries in Europe, as well as Canada, Australia, China, Japan and South Korea. In 2015, BMS transferred full commercialization rights to Pfizer in certain smaller countries in order to simplify operations. In the transferred countries, BMS supplies the product to Pfizer at cost plus a percentage of the net sales to end-customers.

The Company determined the rights transferred to Pfizer did not have standalone value as such rights were not sold separately by BMS or any other party, nor could Pfizer receive any benefit for the delivered rights without the fulfillment of other ongoing obligations by BMS under the alliance agreement, including the exclusive supply arrangement. As such, the global alliance was treated as a single unit of accounting and upfront proceeds and any subsequent contingent milestone proceeds are amortized over the life of the related product.

BMS received $884 million in non-refundable upfront, milestone and other licensing payments related to *Eliquis* through December 31, 2015. Amortization of the *Eliquis* deferred income is included in other income as *Eliquis* was not a commercial product at the commencement of the alliance.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from Pfizer alliance:			
Net product sales	$ 1,849	$ 771	$ 144
Alliance revenues	11	3	2
Total Revenues	$ 1,860	$ 774	$ 146
Payments to/(from) Pfizer:			
Cost of products sold – Profit sharing	$ 895	$ 363	$ 69
Cost reimbursements to Pfizer	15	26	4
Other (income)/expense – Amortization of deferred income	(55)	(50)	(41)
Selected Alliance Cash Flow information:			
Deferred income	20	100	205

Selected Alliance Balance Sheet information:	December 31, 2015	2014
Dollars in Millions		
Deferred income	$ 576	$ 611

Gilead

BMS and Gilead Sciences, Inc. (Gilead) have joint ventures in the U.S. (for the U.S. and Canada) and in Europe to develop and commercialize *Atripla** (efavirenz 600 mg/ emtricitabine 200 mg/ tenofovir disoproxil fumarate 300 mg), combining *Sustiva*, a product of BMS, and *Truvada** (emtricitabine and tenofovir disoproxil fumarate), a product of Gilead. The joint ventures are consolidated by Gilead.

Both parties actively participate in a joint executive committee and various other operating committees with direct oversight over the activities of the joint ventures. The joint ventures purchase *Sustiva* and *Truvada** active pharmaceutical ingredient (API) in bulk form from the parties and complete the finishing of *Atripla**. The joint ventures (Gilead) sell and distribute *Atripla** and are the principal in the end customer product sales. The parties no longer coordinate joint promotional activities.

Alliance and other revenue recognized for *Atripla** include only the bulk efavirenz component of *Atripla** which is based on the relative ratio of the average respective net selling prices of *Truvada** and *Sustiva.* Alliance and other revenue is deferred and the related alliance receivable is not recognized until the combined product is sold to third-party customers.

In Europe, following the 2013 loss of exclusivity of *Sustiva* and effective January 1, 2014, the percentage of *Atripla** net sales in Europe recognized by BMS is equal to the difference between the average net selling prices of *Atripla** and *Truvada**. This alliance will continue in Europe until either party terminates the arrangement or the last patent expiration occurs for *Atripla**, *Truvada** or *Sustiva.*

In the U.S., the agreement may be terminated by Gilead upon the launch of a generic version of *Sustiva* or by BMS upon the launch of a generic version of *Truvada**. In the event Gilead terminates the agreement upon the loss of exclusivity for *Sustiva,* BMS will receive a quarterly royalty payment for 36 months following termination. Such payment in the first 12 months following termination is equal to 55% of *Atripla** net sales multiplied by the ratio of the difference in the average net selling prices of *Atripla** and *Truvada** to the *Atripla** average net selling price. In the second and third years following termination, the payment to BMS is reduced to 35% and 15%, respectively, of *Atripla** net sales multiplied by the price ratio described above. BMS will continue to supply *Sustiva* at cost plus a markup to the joint ventures during this three-year period, unless either party elects to terminate the supply arrangement.

In 2011, we entered into a licensing agreement with Gilead to develop and commercialize a fixed-dose combination containing *Reyataz* and Gilead's cobicistat, a pharmacoenhancing or "boosting" agent that increases blood levels of certain human immunodeficiency virus (HIV) medicines to potentially allow for one pill once daily dosing. *Evotaz (*atazanavir 300 mg and cobicistat 150 mg) was approved by the U.S. Food and Drug Administration (FDA) in January 2015 and the European Commission (EC) in July 2015.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from Gilead alliances:			
Alliance revenues	**$ 1,096**	$ 1,255	$ 1,366
Equity in net loss of affiliates	**$ 17**	$ 39	$ 17

Selected Alliance Balance Sheet information: Dollars in Millions	December 31, 2015	2014
Deferred income	**$ 699**	$ 316

Otsuka

BMS has a worldwide commercialization agreement with Otsuka Pharmaceutical Co., Ltd. (Otsuka), to co-develop and co-promote *Abilify**, excluding certain Asian countries. The U.S. portion of the agreement expired in April 2015. The agreement expired in all European Union (EU) countries in June 2014 and in each other non-U.S. country where we have the exclusive right to sell *Abilify**, the agreement expires on the later of April 20, 2015 or loss of exclusivity in any such country.

Both parties actively participated in joint executive governance and operating committees. Otsuka was responsible for providing all sales force efforts in the U.S. effective January 2013, however, BMS was responsible for certain operating expenses up to various annual limits. BMS purchased the API from Otsuka and completed the manufacturing of the product for subsequent sale to third-party customers in the U.S. and certain other countries. Otsuka assumed responsibility for providing and funding sales force efforts in the EU effective April 2013. BMS also provided certain other services including distribution, customer management and pharmacovigilence. BMS is the principal for the end customer product sales where it is the exclusive distributor for or has an exclusive right to sell *Abilify**. Otsuka was the principal for the end customer product sales in the U.S. and in the EU.

Alliance and other revenue only includes BMS's share of total net sales to third-party customers in these territories. BMS's contractual share for U.S. net sales is set forth in the table below. An assessment of BMS's expected annual contractual share was completed each quarterly reporting period and adjusted based upon reported U.S. *Abilify** net sales at year end. BMS's annual contractual share was 50% in 2015, 33% in 2014 and 34% in 2013. The alliance and other revenue recognized in any interim period or quarter did not exceed the amounts that were due under the contract.

Annual U.S. Net Sales	BMS Share as a % of U.S. Net Sales
$0 to $2.7 billion	50%
$2.7 billion to $3.2 billion	20%
$3.2 billion to $3.7 billion	7%
$3.7 billion to $4.0 billion	2%
$4.0 billion to $4.2 billion	1%
In excess of $4.2 billion	20%

BMS's contractual share of third-party net sales was 65% in the EU. In these countries and the U.S., alliance and other revenue was recognized when *Abilify** was shipped and all risks and rewards of ownership had been transferred to third-party customers.

BMS and Otsuka also have an alliance for *Sprycel* in the U.S., Japan and the EU (the Oncology Territory). Both parties co-promote the product in the U.S. and EU. In February 2015, the co-promotion agreement with Otsuka was terminated in Japan. Both parties actively participate in various governance committees, however, BMS has control over the decision making. BMS is responsible for the development and manufacture of the product and is also the principal in the end customer product sales. *Ixempra** (ixabepilone) was included in the above alliance prior to BMS's divestiture of that business in 2015. A fee is paid to Otsuka based on the following percentages of combined annual net sales of *Sprycel* and *Ixempra** in the Oncology Territory (including post divestiture *Ixempra** sales):

	% of Net Sales 2010 - 2012	2013 - 2020
$0 to $400 million	30%	65%
$400 million to $600 million	5%	12%
$600 million to $800 million	3%	3%
$800 million to $1.0 billion	2%	2%
In excess of $1.0 billion	1%	1%

During these annual periods, Otsuka contributes 20% of the first $175 million of certain commercial operational expenses relating to the Oncology Products in the Oncology Territory and 1% of such costs in excess of $175 million.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from Otsuka alliances:			
Net product sales	**$ 1,501**	$ 1,493	$ 1,543
Alliance revenues[(a)]	**604**	1,778	1,840
Total Revenues	**$ 2,105**	$ 3,271	$ 3,383
Payments to/(from) Otsuka:			
Cost of products sold:			
Oncology fee	**$ 299**	$ 297	$ 295
Royalties	**30**	90	86
Cost of product supply	**35**	67	135

(a) Includes the amortization of the extension payment as a reduction to alliance revenue of $21 million in 2015 and $66 million in 2014 and 2013.

Lilly

BMS had a commercialization agreement with Eli Lilly and Company (Lilly) through Lilly's subsidiary ImClone for the co-development and promotion of *Erbitux** in the U.S., Canada and Japan. Both parties actively participated in a joint executive committee and various other operating committees and shared responsibilities for research and development using resources in their own infrastructures. Lilly manufactured bulk requirements for *Erbitux** in its own facilities and filling and finishing was performed by a third party for which BMS had oversight responsibility. BMS had exclusive distribution rights in North America and was responsible for promotional efforts in North America although Lilly had the right to co-promote in the U.S. at their own expense. BMS was the principal in the end customer product sales in North America and paid Lilly a distribution fee for 39% of *Erbitux** net sales in North America plus a share of certain royalties paid by Lilly. BMS's rights and obligations with respect to the commercialization of *Erbitux** in North America would have expired in September 2018.

In October 2015, BMS transferred its rights to *Erbitux** in North America to Lilly in exchange for sales-based royalties as described below. The transferred rights include, but are not limited to, full commercialization and manufacturing responsibilities. The transaction was accounted for as a business divestiture and resulted in a non-cash charge of $171 million for intangible assets directly related to the business and an allocation of goodwill.

BMS will receive royalties through September 2018, which is included in other income when earned. The royalty rates applicable to North America are 38% on *Erbitux** net sales up to $165 million in 2015, $650 million in 2016, $650 million in 2017 and $480 million in 2018, plus 20% on net sales in excess of those amounts in each of the respective years.

BMS shared rights to *Erbitux** in Japan under an agreement with Lilly and Merck KGaA and received 50% of the pretax profit from Merck KGaA's net sales of *Erbitux** in Japan which was further shared equally with Lilly. BMS transferred its co-commercialization rights in Japan to Merck KGaA in 2015 in exchange for sales-based royalties through 2032 which is included in other income when earned.

In March 2013, BMS and Lilly terminated its arrangement for necitumumab (IMC-11F8), with all rights returning to Lilly. Discovered by ImClone, necitumumab is a fully human monoclonal antibody that was part of the alliance between BMS and Lilly.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from Lilly alliance:			
Net product sales	$ 492	$ 691	$ 696
Alliance revenues	9	32	—
Total Revenues	$ 501	$ 723	$ 696
Payments to/(from) Lilly:			
Cost of products sold:			
Distribution fees and royalties	$ 204	$ 287	$ 289
Amortization of intangible asset	11	37	37
Cost of product supply	46	69	65
Other (income)/expense:			
Royalties	(70)	—	(30)
Loss on sale of business	171	—	—

Selected Alliance Balance Sheet information Dollars in Millions	December 31, 2015	2014
Other intangible assets – Non-refundable upfront, milestone and other licensing payments	$ —	$ 137

AstraZeneca

Prior to the diabetes business divestiture discussed below, BMS had an alliance with AstraZeneca consisting of three worldwide co-development and commercialization agreements covering (1) *Onglyza** and related combination products sold under various names, (2) *Farxiga** and related combination products and, (3) beginning in August 2012 after BMS's acquisition of Amylin Pharmaceuticals, Inc. (Amylin), Amylin's portfolio of products including *Bydureon**, *Byetta**, *Symlin** and *Myalept**, as well as certain assets owned by Amylin, including a manufacturing facility located in West Chester, Ohio.

Co-exclusive license rights for the product or products underlying each agreement were granted to AstraZeneca in exchange for an upfront payment and potential milestone payments, and both parties assumed certain obligations to actively participate in the alliance. Both parties actively participated in a joint executive committee and various other operating committees and had joint responsibilities for the research, development, distribution, sales and marketing activities of the alliance using resources in their own infrastructures. BMS manufactured the products in all three alliances and was the principal in the end customer product sales in substantially all countries.

For each alliance agreement, the rights transferred to AstraZeneca did not have standalone value as such rights were not sold separately by BMS or any other party, nor could AstraZeneca have received any benefit for the delivered rights without the fulfillment of other ongoing obligations by BMS under the alliance agreements, including the exclusive supply arrangement. As such, each global alliance was treated as a single unit of accounting. As a result, upfront proceeds and any subsequent contingent milestone proceeds were amortized over the life of the related products.

In 2012, BMS received a $3.6 billion non-refundable, upfront payment from AstraZeneca in consideration for entering into the Amylin alliance. In 2013, AstraZeneca exercised its option for equal governance rights over certain key strategic and financial decisions regarding the Amylin alliance and paid BMS $135 million as consideration. These payments were accounted for as deferred income and amortized based on the relative fair value of the predominant elements included in the alliance over their estimated useful lives (intangible assets related to *Bydureon** with an estimated useful life of 13 years, *Byetta** with an estimated useful life of 7 years, *Symlin** with an estimated life of 9 years, *Myalept** with an estimated useful life of 12 years, and the Amylin manufacturing plant with an estimated useful life of 15 years). The amortization was presented as a reduction to cost of products sold because the alliance assets were acquired shortly before the commencement of the alliance and AstraZeneca was entitled to share in the proceeds from the sale of any of the assets. The amortization of the acquired Amylin intangible assets and manufacturing plant was also presented in cost of products sold. BMS was entitled to reimbursements for 50% of capital expenditures related to the acquired Amylin manufacturing facility. BMS and AstraZeneca also shared in certain tax attributes related to the Amylin alliance.

Prior to the termination of the alliance, BMS received non-refundable upfront, milestone and other licensing payments of $300 million related to *Onglyza** and $250 million related to *Farxiga**. Amortization of the *Onglyza** and *Farxiga** deferred income was included in other income as *Onglyza** and *Farxiga** were not commercial products at the commencement of the alliance. Both parties also shared most commercialization and development expenses equally, as well as profits and losses.

In February 2014, BMS and AstraZeneca terminated their alliance agreements and BMS sold to AstraZeneca substantially all of the diabetes business comprising the alliance. The divestiture included the shares of Amylin and the resulting transfer of its Ohio manufacturing facility; the intellectual property related to *Onglyza** and *Farxiga** (including BMS's interest in the out-licensing agreement for *Onglyza** in Japan); and the purchase of BMS's manufacturing facility located in Mount Vernon, Indiana in 2015. Substantially all employees dedicated to the diabetes business were transferred to AstraZeneca.

BMS and AstraZeneca entered into several agreements in connection with the sale, including a supply agreement, a development agreement and a transitional services agreement. Under those agreements, BMS is obligated to supply certain products, including the active product ingredients for *Onglyza** and *Farxiga** through 2020; to perform ongoing development activities for certain clinical trial programs through 2016; and to provide transitional services such as accounting, financial services, customer service, distribution, regulatory, development, information technology and certain other administrative services for various periods in order to facilitate the orderly transfer of the business operations. Annual costs attributed to the development agreement are not expected to exceed approximately $115 million for 2016.

Consideration for the transaction includes a $2.7 billion payment at closing; contingent regulatory and sales-based milestone payments of up to $1.4 billion (including $800 million related to approval milestones and $600 million related to sales-based milestones, payable in 2020); royalty payments based on net sales through 2025 and payments up to $225 million if and when certain assets are transferred to AstraZeneca. AstraZeneca will also pay BMS for any required product supply at a price approximating the product cost as well as negotiated transitional service fees.

Royalty rates on net sales are as follows:

	2014	2015	2016	2017	2018	2019 - 2025
*Onglyza** and *Farxiga** Worldwide Net Sales up to $500 million	44%	35%	27%	12%	20%	14-25%
*Onglyza** and *Farxiga** Worldwide Net Sales over $500 million	3%	7%	9%	12%	20%	14-25%
Amylin products U.S. Net Sales	—	2%	2%	5%	10%	5-12%

The stock and asset purchase agreement contains multiple elements to be delivered subsequent to the closing of the transaction, including the China diabetes business (transferred in 2014), the Mount Vernon, Indiana manufacturing facility (transferred in 2015), and the activities under the development and supply agreements. Each of these elements was determined to have a standalone value. As a result, a portion of the consideration received at closing was allocated to the undelivered elements using the relative selling price method after determining the best estimated selling price for each element. The remaining amount of consideration was included in the calculation for the gain on sale of the diabetes business. Contingent milestone and royalty payments are similarly allocated among the underlying elements if and when the amounts are determined to be payable to BMS. Amounts allocated to the sale of the business are immediately recognized in the results of operations. Amounts allocated to the other elements are recognized in the results of operations only to the extent each element has been delivered.

Consideration of $3.8 billion was accounted for in 2014 (including royalties and $700 million of contingent regulatory milestone payments related to the approval of *Farxiga** in both the U.S. and Japan). Approximately $3.3 billion of the consideration was allocated to the sale of the business and the remaining $492 million was allocated to the undelivered elements described above. The consideration includes $235 million of earned royalties, including $192 million allocated to elements that were delivered. The gain on sale of the diabetes business was $536 million, including $292 million during the third quarter of 2014 resulting primarily from the transfer of the China diabetes business to AstraZeneca. The gain was based on the difference between the consideration allocated to the sale of the business excluding royalties (net of transaction fees) and the carrying value of the diabetes business net assets (including a $600 million allocation of goodwill and the reversal of $821 million of net deferred tax liabilities attributed to Amylin). Consideration of $179 million was received in 2015 for the transfer of the Mount Vernon, Indiana manufacturing facility and related inventories resulting in a gain of $79 million for the amounts allocated to the delivered elements.

Consideration allocated to the development and supply agreements will continue to be amortized over the applicable service periods. Amortization of deferred income attributed to the development agreement was included in other income as the sale of these services are not considered part of BMS's ongoing major or central operations. Revenues attributed to the supply agreement were included in alliance and other revenues.

Consideration for the transaction is presented for cash flow purposes based on the allocation process described above, either as an investing activity if attributed to the sale of the business or related assets or as an operating activity if attributed to the transitional services, supply arrangement or development agreement.

In September 2015, BMS transferred a percentage of its future royalty rights on Amylin net product sales in the U.S. to CPPIB Credit Europe S.A.R.L., a Luxembourg private limited liability company (CPPIB). The transferred rights represent approximately 70% of potential future royalties BMS is entitled to receive from 2019 until 2025. In exchange for the transfer, BMS will receive an additional tiered-based royalty on Amylin net product sales in the U.S. from CPPIB in 2016 through 2018, which will be included in other income when earned.

Summarized financial information related to the AstraZeneca alliances was as follows:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Revenues from AstraZeneca alliances:			
Net product sales	**$ 14**	$ 160	$ 1,658
Alliance revenues	**182**	135	16
Total Revenues	**$ 196**	$ 295	$ 1,674
Payments to/(from) AstraZeneca:			
Cost of products sold:			
Profit sharing	**$ 1**	$ 79	$ 673
Amortization of deferred income	**—**	—	(307)
Cost reimbursements to/(from) AstraZeneca recognized in:			
Cost of products sold	**—**	(9)	(25)
Marketing, selling and administrative	**—**	(8)	(172)
Research and development	**—**	(16)	(86)
Other (income)/expense:			
Amortization of deferred income	**(105)**	(80)	(31)
Provision for restructuring	**—**	(2)	(25)
Royalties	**(215)**	(192)	—
Transitional services	**(12)**	(90)	—
Gain on sale of business	**(82)**	(536)	—
Selected Alliance Cash Flow information:			
Deferred income	**34**	315	215
Divestiture and other proceeds	**374**	3,495	—

Selected Alliance Balance Sheet information:	December 31,	
Dollars in Millions	**2015**	2014
Deferred income attributed to:		
Assets not yet transferred to AstraZeneca	**$ —**	$ 176
Services not yet performed for AstraZeneca	**144**	226

Sanofi

BMS and Sanofi have co-development and co-commercialization agreements for *Plavix** and *Avapro**/*Avalide**. Effective January 1, 2013, Sanofi assumed essentially all of the worldwide operations of the alliance with the exception of *Plavix** in the U.S. and Puerto Rico where BMS is the operating partner with a 50.1% controlling interest. In exchange for the rights transferred to Sanofi, BMS receives quarterly royalties from January 1, 2013 until December 31, 2018 and a terminal payment from Sanofi of $200 million at the end of 2018.

Royalties received from Sanofi in the territory covering the Americas and Australia, opt-out markets, and former development royalties are presented in alliance and other revenues and were $211 million in 2015, $223 million in 2014 and $220 million in 2013. Royalties attributed to the territory covering Europe and Asia continue to be earned by the territory partnership and are included in equity in net income of affiliates. Alliance and other revenues attributed to the supply of irbesartan API to Sanofi were $80 million in 2015, $90 million in 2014 and $116 million in 2013. The supply arrangement for irbesartan expired in 2015.

Summarized financial information related to this alliance was as follows:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Revenues from Sanofi alliances:			
Net product sales	**$ 110**	$ 102	$ 153
Alliance revenues	**296**	317	336
Total Revenues	**$ 406**	$ 419	$ 489
Payments to/(from) Sanofi:			
Equity in net income of affiliates	**(104)**	(146)	(183)
Noncontrolling interest – pretax	**51**	38	36
Selected Alliance Cash Flow information:			
Distributions (to)/from Sanofi - Noncontrolling interest	**(45)**	(49)	43
Distributions from Sanofi – Investment in affiliates	**105**	153	149

Selected Alliance Balance Sheet information:	December 31,	
Dollars in Millions	**2015**	2014
Investment in affiliates – territory covering Europe and Asia[(a)]	**$ 25**	$ 32
Noncontrolling interest	**44**	38

(a) Included in alliance receivables.

The following is summarized financial information for interests in the partnerships with Sanofi for the territory covering Europe and Asia, which are not consolidated but are accounted for using the equity method:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Net sales	**$ 257**	$ 360	$ 395
Gross profit	**213**	297	319
Net income	**209**	292	313

Cost of products sold for the territory covering Europe and Asia includes discovery royalties of $22 million in 2015, $32 million in 2014 and $38 million in 2013, which are paid directly to Sanofi. All other expenses are shared based on the applicable ownership percentages. Current assets and current liabilities include approximately $76 million in 2015, $94 million in 2014 and $108 million in 2013 related to receivables/payables attributed to cash distributions to BMS and Sanofi as well as intercompany balances between partnerships within the territory.

Ono

BMS is the principal in the end customer product sales and has the exclusive right to develop, manufacture and commercialize *Opdivo*, an anti-PD-1 human monoclonal antibody being investigated as an anti-cancer treatment, in all territories worldwide except Japan, South Korea and Taiwan (where Ono Pharmaceutical Co., Ltd (Ono) was responsible for all development and commercialization prior to the arrangement described below). Ono is entitled to receive royalties following regulatory approvals in all territories excluding the three countries listed above. Royalty rates on net sales are 4% in North America and 15% in all other applicable territories, subject to customary adjustments.

The alliance arrangement was expanded in July 2014 to establish collaboration activities in Japan, South Korea and Taiwan pertaining to *Opdivo* and several BMS compounds including *Yervoy*, lirilumab, urelumab and BMS-986016 (anti-LAG3). Both parties have the right and obligation to jointly develop and commercialize the compounds. BMS is responsible for supply of the products. Profits, losses and development costs are shared equally for all combination therapies involving compounds of both parties. Otherwise, sharing is 80% and 20% for activities involving only one of the party's compounds.

BMS and Ono also have an alliance to co-develop and co-commercialize *Orencia* in Japan. BMS is responsible for the order fulfillment and distribution of the intravenous formulation and Ono is responsible for the subcutaneous formulation. Both formulations are jointly promoted by both parties with assigned customer accounts and BMS is responsible for the product supply. A co-promotion fee of 60% is paid to the other party when a sale is made to that party's assigned customer.

Summarized financial information related to this alliance was as follows:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Revenues from Ono alliances:			
Net product sales	**$ 113**	$ 113	$ 41
Alliance revenues	**61**	28	4
Total Revenues	**$ 174**	$ 141	$ 45
Payments to/(from) Ono:			
Cost of products sold:			
Co-Promotion Fee	**$ 20**	$ 20	$ 11
Profit sharing	**2**	—	—
Cost reimbursements from Ono	**(9)**	(15)	(12)

AbbVie

BMS and AbbVie Inc. (AbbVie) have an alliance for *Empliciti*, a humanized monoclonal antibody for the treatment of multiple myeloma. Under the terms of the alliance, BMS was granted exclusive global rights to co-develop and commercialize *Empliciti* from PDL BioPharma, Inc. (now part of AbbVie). AbbVie currently participates in joint development and U.S. commercialization committees which BMS has final decision making authority. Both parties are co-developing the product and AbbVie funds 20% of global development costs. BMS is solely responsible for supply, distribution and sales and marketing activities within the alliance and is the principal in the end customer product sales. AbbVie shares 30% of all profits and losses in the U.S. and will be paid tiered royalties on net sales of *Empliciti* outside of the U.S. In addition, AbbVie is also entitled to receive milestone payments from BMS if certain regulatory events and sales thresholds are achieved. The agreement may be terminated at will by BMS (subsequent to a notice period) or by either party for material breach by the other party. The financial information related to this alliance was not material for the years ended December 31, 2015, 2014 and 2013.

F-Star

In October 2014, BMS entered into an agreement with F-Star Alpha Ltd. (F-Star). The agreement provides BMS with an exclusive option to purchase F-Star and its Phase I ready lead asset FS102, a targeted therapy in development for the treatment of breast and gastric cancer among a well-defined population of HER2-positive patients.

BMS paid $50 million to F-Star and its shareholders in 2014 in consideration for the option grant and certain licensing rights (included in research and development expenses) and is responsible for conducting and funding the development of FS102. The option is exercisable at BMS's discretion and expires upon the earlier of 60 days following obtaining proof of concept or June 2018. An additional $100 million will be payable upon the exercise of the option plus an additional aggregate consideration of up to $325 million for contingent development and regulatory approval milestone payments in the U.S. and Europe. BMS is not obligated to provide any additional financial support to F-Star.

F-Star was determined not to be a business as defined in ASC 805 - Business Combinations. As a result, contingent consideration was not included in the purchase price and no goodwill was recognized. However, F-Star is a variable interest entity as its equity holders lack the characteristics of a controlling financial interest. BMS was determined to be the primary beneficiary because of both its power to direct the activities most significantly and directly impacting the economic performance of the entity and its option rights described above. Upon consolidation in 2014, noncontrolling interest was credited by $59 million to reflect the fair value of the FS102 IPRD asset ($75 million) and deferred tax liabilities.

Promedior

In September 2015, BMS purchased a warrant that gives BMS the exclusive right to acquire Promedior, Inc. (Promedior), a biotechnology company whose lead asset, PRM-151, is being developed for the treatment of idiopathic pulmonary fibrosis (IPF) and myelofibrosis (MF). The warrant is exercisable upon completion of either of the IPF or MF Phase II clinical studies being conducted by Promedior, which is expected to occur no earlier than 2017. The upfront payment allocated to the warrant was $84 million and included in research and development expenses in the third quarter of 2015. The remaining $66 million of the $150 million upfront payment was allocated to Promedior's obligation to complete the Phase II studies which will be amortized over the expected period of the Phase II studies. The allocation was determined using level 3 inputs. Following BMS's review of the Phase II clinical study results, if BMS elects to exercise the warrant it will be obligated to pay an additional $300 million (if based on the IPF study results) or $250 million (if based on the MF study results), plus additional aggregate consideration of up to $800 million for contingent development and regulatory approval milestone payments in the U.S. and Europe.

Five Prime

In November 2015, BMS and Five Prime Therapeutics, Inc. (Five Prime) entered into an exclusive worldwide licensing and collaboration agreement for the development and commercialization of Five Prime's colony stimulating factor 1 receptor (CSF1R) antibody program, including FPA008 currently in Phase I development for immunology and oncology indications. BMS will be responsible for the development, manufacturing and commercialization of FPA008, subject to Five Prime's option to conduct certain studies at its cost to develop FPA008 in pigmented vilonodular synovitis (PVNS) and in combination with its own internal oncology pipeline assets. Five Prime also retained an option to co-promote in the U.S. The agreement replaces a previous clinical collaboration agreement between the two parties.

In consideration for licensing rights, BMS made an upfront payment of $350 million in the fourth quarter of 2015 which was included in research and development expense. BMS will also be committed to pay up to $1.4 billion upon the achievement of contingent development and regulatory milestones as well as future royalties if the product is approved and commercialized.

Reckitt Benckiser Group

In May 2013, BMS and Reckitt Benckiser Group plc (Reckitt) started a three-year alliance for several over-the-counter-products sold primarily in Mexico and Brazil. Reckitt received the right to sell, distribute and market the products through May 2016. BMS receives royalties on net sales of the products and exclusively supplies certain of the products to Reckitt pursuant to a supply agreement at cost plus a markup. Certain limited assets, including the market authorizations and certain employees directly attributed to the business, were transferred to Reckitt at the start of the alliance period. BMS retained ownership of all other assets related to the business including the trademarks covering the products.

In the framework of the alliance, BMS also granted Reckitt an option to acquire the trademarks, inventory and certain other assets exclusively related to the products at the end of the alliance period at a price determined primarily based upon a multiple of sales from May 2014 through May 2016. In April 2014, the alliance was modified to provide an option to Reckitt to purchase a BMS manufacturing facility located in Mexico primarily dedicated to the products included in the alliance. In July 2015, Reckitt notified BMS that it was exercising its option. Substantially all employees at the facility are expected to be transferred to Reckitt. The closing is expected to occur in May 2016. Refer to "—Note 5. Assets Held-For-Sale" for further information.

Non-refundable upfront proceeds of $485 million received by BMS in 2013 were allocated to two units of accounting, including the rights transferred to Reckitt and the fair value of the option to purchase the remaining assets using the best estimate of the selling price for these elements after considering various market factors. These market factors included an analysis of any estimated excess of the fair value of the business over the potential purchase price if the option is exercised. The fair value of the option was determined using Level 3 inputs and included in other liabilities. During 2015, BMS recognized other income of $123 million to decrease the fair value of the option to zero due to the strengthening of the U.S. dollar against local currencies. The anticipated proceeds are expected to approximate the fair value of the assets to be transferred. The amount allocated to the rights transferred to Reckitt is amortized as alliance and other revenue over the contractual term.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from Reckitt alliance:			
Alliance revenues	$ 140	$ 170	$ 116
Selected Alliance Cash Flow Information:			
Deferred income	$ —	$ —	$ 376
Other changes in operating assets and liabilities	(129)	20	109

Selected Alliance Balance Sheet information: Dollars in Millions	December 31, 2015	2014
Deferred income	$ 36	$ 155

The Medicines Company

In February 2013, BMS and The Medicines Company entered into a two-year alliance for *Recothrom**, a recombinant thrombin for use as a topical hemostat to control non-arterial bleeding during surgical procedures (previously acquired by BMS in connection with its acquisition of ZymoGenetics, Inc. in 2010). The Medicines Company received the right to sell, distribute and market *Recothrom** on a global basis for two years. BMS exclusively supplied *Recothrom** to The Medicines Company at cost plus a markup and received royalties on net sales of *Recothrom**. Certain employees directly attributed to the business and certain assets were transferred to The Medicines Company at the start of the alliance period, including the Biologics License Application and related regulatory assets. BMS retained all other assets related to *Recothrom** including the patents, trademarks and inventory.

BMS also granted The Medicines Company an option to acquire the patents, trademarks, inventory and certain other assets exclusively related to *Recothrom** at a price determined based on a multiple of sales (plus the cost of any remaining inventory held by BMS at that time). The Medicines Company exercised the option and acquired the business for $132 million in February 2015. Refer to "—Note 5. Assets Held-For-Sale" for further information.

Non-refundable upfront proceeds of $115 million received by BMS in 2013 were allocated to two units of accounting, including the rights transferred to The Medicines Company and the fair value of the option to purchase the remaining assets using the best estimate of the selling price for these elements after considering various market factors. These market factors included an analysis of any estimated excess of the fair value of the business over the potential purchase price if the option is exercised. The fair value of the option was $35 million at December 31, 2014 and was determined using Level 3 inputs and included in accrued expenses. The amount allocated to the rights transferred to The Medicines Company was amortized as alliance and other revenue over the contractual term.

Summarized financial information related to this alliance was as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Revenues from The Medicines Company alliance:			
Alliance revenues	$ 8	$ 66	$ 74
Other (income)/expense – Gain on sale of business	(59)	—	—
Selected Alliance Cash Flow Information:			
Deferred income	$ —	$ —	$ 80
Other changes in operating assets and liabilities	—	—	35
Divestiture and other proceeds	132	—	—

Selected Alliance Balance Sheet information: Dollars in Millions	December 31, 2015	2014
Deferred income	$ —	$ 3

Valeant

In October 2012, BMS and PharmaSwiss SA, a wholly-owned subsidiary of Valeant Pharmaceuticals International, Inc. (Valeant) entered into an alliance for certain mature brand products in Europe. Valeant received the right to sell, distribute and market the products in Europe through December 31, 2014. BMS exclusively supplied the products to Valeant at cost plus a markup.

BMS also granted Valeant an option to acquire the trademarks and intellectual property exclusively related to the products at a price determined based on a multiple of sales. Valeant exercised the option and acquired the business for $61 million in January 2015. Refer to "—Note 5. Assets Held-For-Sale" for further information.

Non-refundable upfront proceeds of $79 million received by BMS in 2012 were allocated to two units of accounting, including the rights transferred to Valeant and the fair value of the option to purchase the remaining assets using the best estimate of the selling price for these elements after considering various market factors. These market factors included an analysis of any estimated excess of the fair value of the business over the potential purchase price if the option is exercised. The fair value of the option was determined using Level 3 inputs and included in accrued expenses. A $16 million charge was included in other expenses to increase the fair value of the option to $34 million in 2014. The amount allocated to the rights transferred to Valeant was amortized as alliance and other revenue over the contractual term.

Summarized financial information related to this alliance was as follows:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Revenues from Valeant alliance:			
Net product sales	**$ —**	$ —	$ 4
Alliance revenues	**(1)**	44	49
Total Revenues	**$ (1)**	$ 44	$ 53
Other (income)/expense – Gain on sale of business	**(88)**	—	—
Selected Alliance Cash Flow Information:			
Other changes in operating assets and liabilities	**$ —**	$ 16	$ —
Divestiture and other proceeds	**61**	—	—

Note 4 ACQUISITIONS AND OTHER DIVESTITURES

Cardioxyl Acquisition

In December 2015, BMS acquired all of the outstanding shares of Cardioxyl Pharmaceuticals, Inc. (Cardioxyl), a privately held biotechnology company focused on the discovery and development of novel therapeutic agents for cardiovascular disease. The acquisition provided BMS with full rights to CXL-1427, a nitroxyl prodrug in Phase II development for acute decompensated heart failure. The consideration includes an upfront payment of $200 million and contingent development, regulatory and sales-based milestone payments of up to $1.9 billion. No significant Cardioxyl processes were acquired, therefore the transaction was accounted for as an asset acquisition because Cardioxyl was determined not to be a business as that term is defined in ASC 805 - Business Combinations. The consideration was allocated to CXL-1427 resulting in $167 million of research and development expenses and to net operating losses and tax credit carryforwards resulting in $33 million of deferred tax assets.

Flexus Acquisition

In April 2015, BMS acquired all of the outstanding shares of Flexus Biosciences, Inc. (Flexus), a privately held biotechnology company focused on the discovery and development of novel anti-cancer therapeutics. The acquisition provided BMS with full rights to F001287, a preclinical small molecule IDO1-inhibitor targeted immunotherapy. In addition, BMS acquired Flexus's IDO/TDO discovery program which includes its IDO-selective, IDO/TDO dual and TDO-selective compounds. The consideration includes an upfront payment of $800 million (plus acquisition costs) and contingent development and regulatory milestone payments of up to $450 million. No significant Flexus processes were acquired, therefore the transaction was accounted for as an asset acquisition because Flexus was determined not to be a business. The consideration was allocated to F001287 and the IDO/TDO discovery program resulting in $800 million of research and development expenses and to net operating losses and tax credit carryforwards resulting in $14 million of deferred tax assets.

iPierian Acquisition

In April 2014, BMS acquired all of the outstanding shares of iPierian, Inc. (iPierian), a biotechnology company focused on new treatments for tauopathies, a class of neurodegenerative diseases. The acquisition provided BMS with full rights to IPN007, a preclinical monoclonal antibody to treat progressive supranuclear palsy and other tauopathies. The consideration includes an upfront payment of $175 million, contingent development and regulatory milestone payments of up to $550 million and future royalties on net sales if any of the acquired preclinical assets are approved and commercialized. No significant iPierian processes were acquired, therefore the transaction was accounted for as an asset acquisition because iPierian was determined not to be a business. The consideration was allocated to IPN007 resulting in $148 million of research and development expenses and to net operating losses and tax credit carryforwards resulting in $27 million of deferred tax assets.

Other Divestitures

In addition to the divestiture transactions with AstraZeneca, Lilly, The Medicines Company and Valeant discussed in "—Note 3. Alliances," BMS divested its *Ixempra** business and several other businesses or product lines in 2015. These other transactions generated net proceeds of $121 million resulting in pretax gains of $136 million (including a $40 million deferred gain from 2014). Additional contingent proceeds will be recognized in earnings when received. Revenues and pretax earnings related to these businesses were not material.

Note 5 ASSETS HELD-FOR-SALE

In December 2015, BMS agreed to sell its pipeline of investigational HIV medicines to ViiV Healthcare which includes a number of programs at different stages of discovery, preclinical and clinical development. The transaction excludes BMS's HIV marketed medicines. Certain BMS employees will be offered the opportunity to transfer to ViiV Healthcare and BMS will provide certain R&D and other services over a transitional period. The transaction is expected to close in the first half of 2016 upon obtaining customary regulatory approvals and will be accounted for as a sale of a business.

Consideration includes an upfront payment of $350 million, contingent development and regulatory milestone payments of up to $1.1 billion, sales-based milestone payments of up to $4.3 billion and future royalties if the products are approved and commercialized. BMS will also be reimbursed for the R&D and other services.

Assets held-for-sale were $134 million at December 31, 2015, comprising primarily of goodwill related to the investigational HIV business and the business comprising an alliance with Reckitt. Assets held-for-sale were $109 million at December 31, 2014, comprising of inventory, goodwill and other intangible assets related to the businesses comprising the alliances with The Medicines Company and Valeant. The allocation of goodwill was based on the relative fair value of the businesses divested to the Company's reporting unit.

Note 6 OTHER (INCOME)/EXPENSE

Other (income)/expense includes:

	Year Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Interest expense	**$ 184**	$ 203	$ 199
Investment income	**(101)**	(101)	(104)
Provision for restructuring	**118**	163	226
Litigation and other settlements	**159**	23	20
Equity in net income of affiliates	**(83)**	(107)	(166)
Out-licensed intangible asset impairment	**13**	29	—
Gain on sale of businesses, product lines and assets	**(196)**	(564)	(2)
Other alliance and licensing income	**(628)**	(404)	(148)
Pension charges	**160**	877	165
Loss on debt redemption	**180**	45	—
Other	**7**	46	15
Other (income)/expense	**$ (187)**	$ 210	$ 205

- Litigation and other settlements includes $90 million for a contractual dispute related to a license.
- Other includes an unrealized foreign exchange loss of $52 million resulting from the remeasurement of the Bolivar-denominated cash and other monetary balances of BMS's wholly-owned subsidiary in Venezuela as of December 31, 2015. The exchange rate was changed to the SIMADI rate of 200 from the official CENCOEX rate of 6.3 after considering the limited amount of foreign currency exchanged during the second half of 2015, published exchange rates and the continuing deterioration of economic conditions in Venezuela.

Note 7 RESTRUCTURING

The following is the provision for restructuring:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Employee termination benefits	$ 110	$ 157	$ 211
Other exit costs	8	6	15
Provision for restructuring	$ 118	$ 163	$ 226

Restructuring charges included employee termination benefits for manufacturing, selling, administrative and research and development workforce reductions across all geographic regions of approximately 1,169 in 2015, 1,387 in 2014 and 1,450 in 2013. The restructuring actions were primarily related to specialty care transformation initiatives in 2015 and 2014 designed to create a more simplified organization across all functions and geographic markets, and sales force reductions in several European countries in 2013 following the restructuring of the Sanofi and Otsuka alliance agreements. Subject to local regulations, costs are not recognized until completion of discussions with works councils.

The following table represents the activity of employee termination and other exit cost liabilities:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Liability at January 1	$ 156	$ 102	$ 167
Charges	133	155	249
Change in estimates	(15)	8	(23)
Provision for restructuring	118	163	226
Foreign currency translation	(15)	(2)	4
Liabilities related to assets held-for-sale	—	—	(67)
Spending	(134)	(107)	(228)
Liability at December 31	$ 125	$ 156	$ 102

Note 8 INCOME TAXES

The provision/(benefit) for income taxes consisted of:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Current:			
U.S.	$ 337	$ 334	$ 375
Non-U.S.	456	560	427
Total Current	793	894	802
Deferred:			
U.S.	(394)	(403)	(390)
Non-U.S.	47	(139)	(101)
Total Deferred	(347)	(542)	(491)
Total Provision	$ 446	$ 352	$ 311

Effective Tax Rate

The reconciliation of the effective tax/(benefit) rate to the U.S. statutory Federal income tax rate was:

	% of Earnings Before Income Taxes					
Dollars in Millions	**2015**		2014		2013	
Earnings/(Loss) before income taxes:						
U.S.	**$ (1,329)**		$ (349)		$ (135)	
Non-U.S.	**3,406**		2,730		3,026	
Total	**$ 2,077**		$ 2,381		$ 2,891	
U.S. statutory rate	**727**	35.0 %	833	35.0 %	1,012	35.0 %
Foreign tax effect of certain operations in Ireland, Puerto Rico and Switzerland	**(535)**	(25.8)%	(509)	(21.4)%	(620)	(21.4)%
U.S. tax effect of capital losses	**—**	—	(361)	(15.2)%	—	—
Valuation allowance release	**(84)**	(4.0)%	—	—	(10)	(0.3)%
U.S. Federal, state and foreign contingent tax matters	**56**	2.7 %	228	9.6 %	134	4.6 %
U.S. Federal research based credits	**(132)**	(6.4)%	(131)	(5.4)%	(220)	(7.6)%
Goodwill allocated to divestitures	**25**	1.2 %	210	8.8 %	—	—
U.S. Branded Prescription Drug Fee	**44**	2.1 %	84	3.5 %	63	2.2 %
R&D charges	**369**	17.8 %	52	2.2 %	—	—
State and local taxes (net of valuation allowance)	**16**	0.8 %	20	0.8 %	25	0.9 %
Foreign and other	**(40)**	(1.9)%	(74)	(3.1)%	(73)	(2.6)%
	$ 446	21.5 %	$ 352	14.8 %	$ 311	10.8 %

The effective tax rate is lower than the U.S. statutory rate of 35% primarily attributable to undistributed earnings of certain foreign subsidiaries that have been considered or are expected to be indefinitely reinvested offshore. U.S. taxes have not been provided on approximately $25 billion of undistributed earnings of foreign subsidiaries as of December 31, 2015. These undistributed earnings primarily relate to operations in Switzerland, Ireland and Puerto Rico. If these undistributed earnings are repatriated to the U.S. in the future, or if it were determined that such earnings are to be remitted in the foreseeable future, additional tax provisions would be required. Due to complexities in the tax laws and assumptions that would have to be made, it is not practicable to estimate the amounts of income taxes that will have to be provided. Reforms to U.S. tax laws related to foreign earnings have been proposed and if adopted, may increase taxes, which could reduce the results of operations and cash flows. BMS operates under a favorable tax grant in Puerto Rico not scheduled to expire prior to 2023.

The divestiture of certain businesses resulted in capital loss tax benefits including $361 million from the sale of Amylin shares in 2014. Valuation allowances attributed to capital loss carryforwards were released in 2015 following the divestiture of *Recothrom**, *Ixempra** and other mature brands. Additional reserves of $123 million were established in 2014 for certain transfer pricing matters related to tax periods from 2008 through 2014. The retroactive reinstatement of the 2012 U.S. Federal research and development credit in 2013 resulted in additional tax credits of $82 million in 2013. Orphan drug credits are included in the U.S. Federal research based credits for all periods presented. Goodwill allocated to business divestitures (including the diabetes business in 2014) was not deductible for tax purposes as well as the U.S. Branded Prescription Drug Fee in all periods. Research and development charges resulting primarily from the acquisition of Flexus and Cardioxyl in 2015 and iPierian in 2014 were also not deductible for tax purposes.

Deferred Taxes and Valuation Allowance

The components of current and non-current deferred income tax assets/(liabilities) were as follows:

Dollars in Millions	December 31, 2015	2014
Deferred tax assets		
Foreign net operating loss carryforwards	$ 3,090	$ 3,473
U.S. capital loss carryforwards	39	562
State net operating loss and credit carryforwards	324	337
U.S. Federal net operating loss and credit carryforwards	173	161
Deferred income	1,009	1,163
Milestone payments and license fees	560	440
Pension and postretirement benefits	462	467
Intercompany profit and other inventory items	607	531
Other foreign deferred tax assets	172	202
Share-based compensation	122	95
Legal and other settlements	63	14
Repatriation of foreign earnings	(1)	94
Internal transfer of intellectual property	635	247
Other	337	311
Total deferred tax assets	7,592	8,097
Valuation allowance	(3,534)	(4,259)
Deferred tax assets net of valuation allowance	4,058	3,838
Deferred tax liabilities		
Depreciation	(105)	(128)
Acquired intangible assets	(338)	(390)
Goodwill and other	(802)	(832)
Total deferred tax liabilities	(1,245)	(1,350)
Deferred tax assets, net	$ 2,813	$ 2,488
Recognized as:		
Deferred income taxes – current	$ —	$ 1,644
Deferred income taxes – non-current	2,844	915
Income taxes payable – current	—	(11)
Income taxes payable – non-current	(31)	(60)
Total	$ 2,813	$ 2,488

The Company has elected to early adopt Accounting Standard Update 2015-17 as of December 31, 2015 on a prospective basis, which results in all deferred taxes being reported as non-current on the balance sheet.

Internal transfers of intellectual property resulted in deferred tax assets of $635 million and prepaid taxes of $484 million (included in other assets) at December 31, 2015. These assets are amortized over their expected lives.

The U.S. Federal net operating loss carryforwards were $419 million at December 31, 2015. These carryforwards were acquired as a result of certain acquisitions and are subject to limitations under Section 382 of the Internal Revenue Code. The net operating loss carryforwards expire in varying amounts beginning in 2022. The U.S. Federal tax credit carryforwards expire in varying amounts beginning in 2017. The realization of the U.S. Federal tax credit carryforwards is dependent on generating sufficient domestic-sourced taxable income prior to their expiration. The capital loss carryforward available of $102 million is dependent on generating sufficient domestic-sourced capital gain income and is scheduled to expire in 2019. The foreign and state net operating loss carryforwards expire in varying amounts beginning in 2016 (certain amounts have unlimited lives).

At December 31, 2015, a valuation allowance of $3,534 million was established for the following items: $3,090 million primarily for foreign net operating loss and tax credit carryforwards, $340 million for state deferred tax assets including net operating loss and tax credit carryforwards, $11 million for U.S. Federal net operating loss carryforwards, $29 million for U.S. Federal capital losses and $64 million for other U.S. Federal deferred tax assets.

Changes in the valuation allowance were as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Balance at beginning of year	$ 4,259	$ 4,623	$ 4,404
Provision	71	140	252
Utilization	(436)	(109)	(68)
Foreign currency translation	(366)	(395)	40
Acquisitions	6	—	(5)
Balance at end of year	$ 3,534	$ 4,259	$ 4,623

Income tax payments were $577 million in 2015, $544 million in 2014 and $478 million in 2013. The current tax benefit realized as a result of stock related compensation credited to capital in excess of par value of stock was $147 million in 2015, $131 million in 2014 and $129 million in 2013.

Business is conducted in various countries throughout the world and is subject to tax in numerous jurisdictions. A significant number of tax returns that are filed are subject to examination by various Federal, state and local tax authorities. Tax examinations are often complex, as tax authorities may disagree with the treatment of items reported requiring several years to resolve. Liabilities are established for possible assessments by tax authorities resulting from known tax exposures including, but not limited to, transfer pricing matters, tax credits and deductibility of certain expenses. Such liabilities represent a reasonable provision for taxes ultimately expected to be paid and may need to be adjusted over time as more information becomes known. The effect of changes in estimates related to contingent tax liabilities is included in the effective tax rate reconciliation above.

A reconciliation of the beginning and ending amount of gross unrecognized tax benefits is as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Balance at beginning of year	$ 934	$ 756	$ 642
Gross additions to tax positions related to current year	52	106	74
Gross additions to tax positions related to prior years	56	218	108
Gross additions to tax positions assumed in acquisitions	1	—	—
Gross reductions to tax positions related to prior years	(34)	(57)	(87)
Settlements	(46)	(65)	26
Reductions to tax positions related to lapse of statute	(9)	(12)	(8)
Cumulative translation adjustment	(10)	(12)	1
Balance at end of year	$ 944	$ 934	$ 756

Additional information regarding unrecognized tax benefits is as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Unrecognized tax benefits that if recognized would impact the effective tax rate	$ 671	$ 668	$ 508
Accrued interest	93	96	83
Accrued penalties	16	17	34
Interest expense	2	27	24
Penalty expense/(benefit)	1	(7)	3

Accrued interest and penalties payable for unrecognized tax benefits are included in either current or non-current income taxes payable. Interest and penalties related to unrecognized tax benefits are included in income tax expense.

BMS is currently under examination by a number of tax authorities, including but not limited to the major tax jurisdictions listed in the table below, which have proposed or are considering proposing material adjustments to tax for issues such as transfer pricing, certain tax credits and the deductibility of certain expenses. BMS estimates that it is reasonably possible that the total amount of unrecognized tax benefits at December 31, 2015 will decrease in the range of approximately $270 million to $330 million in the next twelve months as a result of the settlement of certain tax audits and other events. The expected change in unrecognized tax benefits, primarily settlement related, will involve the payment of additional taxes, the adjustment of certain deferred taxes and/or the recognition of tax benefits. It is reasonably possible that new issues will be raised by tax authorities that may increase unrecognized tax benefits; however, an estimate of such increases cannot reasonably be made at this time. BMS believes that it has adequately provided for all open tax years by tax jurisdiction.

The following is a summary of major tax jurisdictions for which tax authorities may assert additional taxes based upon tax years currently under audit and subsequent years that will likely be audited:

U.S.	2008 to 2015
Canada	2006 to 2015
France	2013 to 2015
Germany	2007 to 2015
Italy	2003 to 2015
Mexico	2010 to 2015

Note 9 EARNINGS PER SHARE

	Year Ended December 31,		
Amounts in Millions, Except Per Share Data	**2015**	2014	2013
Net Earnings Attributable to BMS used for Basic and Diluted EPS Calculation	**$ 1,565**	$ 2,004	$ 2,563
Weighted-average common shares outstanding - basic	**1,667**	1,657	1,644
Contingently convertible debt common stock equivalents	**—**	1	1
Incremental shares attributable to share-based compensation plans	**12**	12	17
Weighted-average common shares outstanding - diluted	**1,679**	1,670	1,662
Earnings per share - basic	**$ 0.94**	$ 1.21	$ 1.56
Earnings per share - diluted	**$ 0.93**	$ 1.20	$ 1.54

Note 10 FINANCIAL INSTRUMENTS AND FAIR VALUE MEASUREMENTS

Financial instruments include cash and cash equivalents, marketable securities, accounts receivable and payable, debt instruments and derivatives.

Changes in exchange rates and interest rates create exposure to market risk. Certain derivative financial instruments are used when available on a cost-effective basis to hedge the underlying economic exposure. These instruments qualify as cash flow, net investment and fair value hedges upon meeting certain criteria, including effectiveness of offsetting hedged exposures. Changes in fair value of derivatives that do not qualify for hedge accounting are recognized in earnings as they occur. Derivative financial instruments are not used for trading purposes.

Financial instruments are subject to counterparty credit risk which is considered as part of the overall fair value measurement. Counterparty credit risk is monitored on an ongoing basis and mitigated by limiting amounts outstanding with any individual counterparty, utilizing conventional derivative financial instruments and only entering into agreements with counterparties that meet high credit quality standards. The consolidated financial statements would not be materially impacted if any counterparty failed to perform according to the terms of its agreement. Collateral is not required by any party whether derivatives are in an asset or liability position under the terms of the agreements.

Fair Value Measurements – The fair value of financial instruments are classified into one of the following categories:

Level 1 inputs utilize unadjusted quoted prices in active markets accessible at the measurement date for identical assets or liabilities. The fair value hierarchy provides the highest priority to Level 1 inputs.

Level 2 inputs utilize observable prices for similar instruments and quoted prices for identical or similar instruments in non-active markets. Additionally, certain corporate debt securities utilize a third-party matrix pricing model using significant inputs corroborated by market data for substantially the full term of the assets. Equity and fixed income funds are primarily invested in publicly traded securities valued at the respective net asset value of the underlying investments. There were no significant unfunded commitments or restrictions on redemptions related to equity and fixed income funds as of December 31, 2015. Level 2 derivative instruments are valued using London Interbank Offered Rate (LIBOR) yield curves, less credit valuation adjustments, and observable forward foreign exchange rates at the reporting date. Valuations of derivative contracts may fluctuate considerably from volatility in underlying foreign currencies and underlying interest rates driven by market conditions and the duration of the contract.

Level 3 unobservable inputs are used when little or no market data is available. The fair value of written options to acquire outstanding shares or sell the assets of certain businesses (refer to "—Note 3. Alliances" for further discussion) is based on an option pricing methodology that considers revenue and profitability projections, volatility, discount rates and potential exercise price assumptions.

Financial assets and liabilities measured at fair value on a recurring basis are summarized below:

	December 31, 2015				December 31, 2014			
Dollars in Millions	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Cash and cash equivalents - Money market and other securities	$ —	$ 1,825	$ —	$ 1,825	$ —	$ 5,051	$ —	$ 5,051
Marketable securities:								
Certificates of deposit	—	804	—	804	—	896	—	896
Corporate debt securities	—	5,638	—	5,638	—	5,259	—	5,259
Equity funds	—	92	—	92	—	94	—	94
Fixed income funds	—	11	—	11	—	11	—	11
Auction Rate Securities (ARS)	—	—	—	—	—	—	12	12
Derivative assets:								
Interest rate swap contracts	—	31	—	31	—	46	—	46
Forward starting interest rate swap contracts	—	15	—	15	—	—	—	—
Foreign currency forward contracts	—	50	—	50	—	118	—	118
Equity investments	60	—	—	60	36	—	—	36
Derivative liabilities:								
Interest rate swap contracts	—	(1)	—	(1)	—	(3)	—	(3)
Forward starting interest rate swap contracts	—	(7)	—	(7)	—	—	—	—
Foreign currency forward contracts	—	(10)	—	(10)	—	—	—	—
Written option liabilities	—	—	—	—	—	—	(198)	(198)
Contingent consideration liability	—	—	—	—	—	—	(8)	(8)

The following table summarizes the activity of the financial assets utilizing Level 3 fair value measurements:

	2015			2014		
Dollars in Millions	ARS	Written option liabilities	Contingent consideration liability	ARS	Written option liabilities	Contingent consideration liability
Fair value at January 1	$ 12	$ (198)	$ (8)	$ 12	$ (162)	$ (8)
Realized losses	(2)	—	—	—	—	—
Sales	(7)	—	—	—	—	—
Settlements and other	—	75	—	—	—	—
Changes in fair value	(3)	123	8	—	(36)	—
Fair value at December 31	$ —	$ —	$ —	$ 12	$ (198)	$ (8)

Available-for-sale Securities

The following table summarizes available-for-sale securities:

Dollars in Millions	Amortized Cost	Gross Unrealized Gain in Accumulated OCI	Gross Unrealized Loss in Accumulated OCI	Fair Value
December 31, 2015				
Certificates of deposit	$ 804	$ —	$ —	$ 804
Corporate debt securities	5,646	15	(23)	5,638
Equity investments	74	10	(24)	60
Total	$ 6,524	$ 25	$ (47)	$ 6,502
December 31, 2014				
Certificates of deposit	$ 896	$ —	$ —	$ 896
Corporate debt securities	5,237	30	(8)	5,259
ARS	9	3	—	12
Equity investments	14	22	—	36
Total	$ 6,156	$ 55	$ (8)	$ 6,203

Available-for-sale securities included in current marketable securities were $1,782 million at December 31, 2015 and $1,759 million at December 31, 2014. All non-current available-for-sale corporate debt securities mature within five years at December 31, 2015. Equity investments of $60 million and $36 million were included in other assets at December 31, 2015 and 2014, respectively.

Fair Value Option for Financial Assets

Investments in equity and fixed income funds offsetting changes in fair value of certain employee retirement benefits were included in current marketable securities. Changes in fair value were not significant.

Qualifying Hedges

The following summarizes the fair value of outstanding derivatives:

		December 31, 2015		December 31, 2014	
Dollars in Millions	Balance Sheet Location	Notional	Fair Value	Notional	Fair Value
Derivatives designated as hedging instruments:					
Interest rate swap contracts	Other assets	$ 1,100	$ 31	$ 847	$ 46
Interest rate swap contracts	Other liabilities	650	(1)	1,050	(3)
Forward starting interest rate swap contracts	Other assets	500	15	—	—
Forward starting interest rate swap contracts	Other liabilities	250	(7)	—	—
Foreign currency forward contracts	Prepaid expenses and other	1,016	50	1,323	106
Foreign currency forward contracts	Other assets	—	—	100	12
Foreign currency forward contracts	Accrued expenses	787	(10)	—	—

Cash Flow Hedges — Foreign currency forward contracts are used to hedge certain forecasted intercompany inventory purchase transactions and certain other foreign currency transactions. The effective portion of changes in fair value for contracts designated as cash flow hedges are temporarily reported in accumulated other comprehensive loss and included in earnings when the hedged item affects earnings. The net gains on foreign currency forward contracts are expected to be reclassified to net earnings (primarily included in cost of products sold) within the next two years. The notional amount of outstanding foreign currency forward contracts was primarily attributed to the euro ($576 million) and Japanese yen ($746 million) at December 31, 2015. The fair value of a foreign currency forward contract attributed to the Japanese yen (notional amount of $445 million) not designated as a cash flow hedge was $5 million and was included in accrued expenses at December 31, 2015.

In 2015, BMS entered into $750 million of forward starting interest rate swap contracts maturing in March 2017 to hedge the variability of probable forecasted interest expense associated with potential future issuances of debt. The contracts are designated as cash flow hedges with the effective portion of fair value changes included in other comprehensive income.

The earnings impact related to discontinued cash flow hedges and hedge ineffectiveness was not significant during all periods presented. Cash flow hedge accounting is discontinued when the forecasted transaction is no longer probable of occurring within 60 days after the originally forecasted date or when the hedge is no longer effective. Assessments to determine whether derivatives designated as qualifying hedges are highly effective in offsetting changes in the cash flows of hedged items are performed at inception and on a quarterly basis.

Net Investment Hedges — Non-U.S. dollar borrowings of €950 million ($1,041 million) are designated to hedge the foreign currency exposures of the net investment in certain foreign affiliates. These borrowings are designated as net investment hedges and recognized in long term debt. The effective portion of foreign exchange gains or losses on the remeasurement of the debt is recognized in the foreign currency translation component of accumulated other comprehensive loss with the related offset in long-term debt.

Fair Value Hedges — Fixed-to-floating interest rate swap contracts are designated as fair value hedges used as an interest rate risk management strategy to create an appropriate balance of fixed and floating rate debt. The contracts and underlying debt for the hedged benchmark risk are recorded at fair value. The effective interest rate for the contracts is one-month LIBOR (0.43% as of December 31, 2015) plus an interest rate spread ranging from (0.8)% to 0.7%. When the underlying swap is terminated prior to maturity, the fair value basis adjustment to the underlying debt instrument is amortized as a reduction to interest expense over the remaining life of the debt.

The notional amount of fixed-to-floating interest rate swap contracts executed was $200 million in 2014 and $2.1 billion in 2013. The notional amount of fixed-to-floating interest rate swap contracts terminated was $147 million in 2015 and $426 million in 2014 generating proceeds of $28 million in 2015 and $119 million in 2014 (including accrued interest of $1 million in 2015 and $10 million in 2014). Additional contracts were terminated in connection with debt redemptions in 2015 and 2014.

Debt Obligations

Short-term borrowings were $139 million and $590 million at December 31, 2015 and 2014, respectively, consisting primarily of bank overdrafts.

The average amount of commercial paper outstanding was $254 million at a weighted-average interest rate of 0.16% during 2015. The maximum month end amount of commercial paper outstanding was $755 million with no outstanding borrowings at December 31, 2015. There were no borrowings in 2014.

Long-term debt includes:

	December 31,	
Dollars in Millions	**2015**	2014
Principal Value:		
4.375% Euro Notes due 2016	**$ —**	$ 611
0.875% Notes due 2017	**750**	750
1.750% Notes due 2019	**500**	500
4.625% Euro Notes due 2021	**—**	611
2.000% Notes due 2022	**750**	750
7.150% Debentures due 2023	**302**	304
3.250% Notes due 2023	**500**	500
1.000% Euro Notes due 2025	**630**	—
6.800% Debentures due 2026	**256**	330
1.750% Euro Notes due 2035	**630**	—
5.875% Notes due 2036	**404**	625
6.125% Notes due 2038	**278**	480
3.250% Notes due 2042	**500**	500
4.500% Notes due 2044	**500**	500
6.880% Debentures due 2097	**260**	260
0% - 5.75% Other - maturing 2017 - 2030	**79**	83
Subtotal	**6,339**	6,804
Adjustments to Principal Value:		
Fair value of interest rate swap contracts	**30**	43
Unamortized basis adjustment from swap terminations	**272**	454
Unamortized bond discounts and issuance costs[(a)]	**(91)**	(59)
Total	**$ 6,550**	$ 7,242

(a) Excludes unamortized bond issuance costs of $34 million that were not reclassified at December 31, 2014.

The fair value of long-term debt was $6,909 million and $8,045 million at December 31, 2015 and 2014, respectively, and was estimated based upon the quoted market prices for the same or similar debt instruments. The fair value of short-term borrowings approximates the carrying value due to the short maturities of the debt instruments.

Senior unsecured notes were issued in registered public offerings in 2015 and 2013. The notes rank equally in right of payment with all of BMS's existing and future senior unsecured indebtedness and are redeemable in whole or in part, at any time at a predetermined redemption price. BMS also terminated forward starting interest rate swap contracts entered into during 2015, resulting in an unrealized loss in other comprehensive income. The following table summarizes the note issuances:

	2015		2013
Amounts in Millions	Euro	U.S. dollars	U.S. dollars
Principal Value:			
1.750% Notes due 2019	€ —	$ —	$ 500
3.250% Notes due 2023	—	—	500
1.000% Euro Notes due 2025	575	643	—
1.750% Euro Notes due 2035	575	643	—
4.500% Notes due 2044	—	—	500
Total	€ 1,150	$ 1,286	$ 1,500
Proceeds net of discount and deferred loan issuance costs	€ 1,133	$ 1,268	$ 1,477
Forward starting interest rate swap contracts terminated:			
Notional amount	€ 500	$ 559	$ 305
Unrealized gain/(loss)	(16)	(18)	20

The Company repurchased $500 million of long-term debt through a cash tender offer and redeemed €1.0 billion ($1.1 billion) of long-term debt following the issuance of new senior unsecured notes in 2015. In connection with the debt redemption activities, certain interest rate swap contracts were entered into and terminated during the second quarter of 2015. There were no debt redemptions in 2013. Debt redemption activity for 2015 and 2014 was as follows:

Dollars in Millions	2015	2014
Principal amount	$ 1,624	$ 582
Carrying value	1,795	633
Debt redemption price	1,957	676
Notional amount of interest rate swap contracts terminated	735	500
Interest rate swap termination payments	11	4
Loss on debt redemption[(a)]	180	45

(a) Including acceleration of debt issuance costs, loss on interest rate lock contract and other related fees.

Notes with a principal amount of $597 million matured and were repaid in 2013.

Interest payments were $205 million in 2015, $238 million in 2014 and $268 million in 2013 net of amounts received from interest rate swap contracts.

Two separate $1.5 billion five-year revolving credit facilities are maintained from a syndicate of lenders. The facilities provide for customary terms and conditions with no financial covenants and are extendable on any anniversary date with the consent of the lenders. No borrowings were outstanding under either revolving credit facility at December 31, 2015 or 2014.

Financial guarantees provided in the form of stand-by letters of credit and performance bonds were $726 million at December 31, 2015. Stand-by letters of credit are issued through financial institutions in support of guarantees for various obligations. Performance bonds are issued to support a range of ongoing operating activities, including sale of products to hospitals and foreign ministries of health, bonds for customs, duties and value added tax and guarantees related to miscellaneous legal actions. A significant majority of the outstanding financial guarantees will expire within the year and are not expected to be funded.

Note 11 RECEIVABLES

Dollars in Millions	December 31, 2015	2014
Trade receivables	$ 3,070	$ 2,193
Less allowances	(122)	(93)
Net trade receivables	2,948	2,100
Alliance partners receivables	958	888
Prepaid and refundable income taxes	182	178
Miscellaneous receivables	211	224
Receivables	$ 4,299	$ 3,390

Non-U.S. receivables sold on a nonrecourse basis were $476 million in 2015, $812 million in 2014 and $1,031 million in 2013. In the aggregate, receivables from three pharmaceutical wholesalers in the U.S. represented 53% and 36% of total trade receivables at December 31, 2015 and 2014, respectively.

Changes to the allowances for bad debt, charge-backs and cash discounts were as follows:

Dollars in Millions	Year Ended December 31, 2015	2014	2013
Balance at beginning of year	$ 93	$ 89	$ 104
Provision	1,059	773	720
Utilization	(1,030)	(769)	(731)
Assets held-for-sale	—	—	(4)
Balance at end of year	$ 122	$ 93	$ 89

Note 12 INVENTORIES

Dollars in Millions	December 31, 2015	2014
Finished goods	$ 381	$ 500
Work in process	646	856
Raw and packaging materials	194	204
Inventories	$ 1,221	$ 1,560

Inventories expected to remain on-hand beyond one year (including $85 million for inventory pending regulatory approval) are included in other assets and were $227 million at December 31, 2015 and $232 million at December 31, 2014.

Note 13 PROPERTY, PLANT AND EQUIPMENT

Dollars in Millions	December 31, 2015	2014
Land	$ 107	$ 109
Buildings	4,515	4,830
Machinery, equipment and fixtures	3,347	3,774
Construction in progress	662	353
Gross property, plant and equipment	8,631	9,066
Less accumulated depreciation	(4,219)	(4,649)
Property, plant and equipment	$ 4,412	$ 4,417

The Mount Vernon, Indiana manufacturing facility was transferred to AstraZeneca in the third quarter of 2015 in connection with the sale of the diabetes business. The facility's gross property, plant and equipment was $415 million on the date of transfer ($182 million net of accumulated depreciation). Refer to "—Note 3. Alliances" for further discussion on the sale of the diabetes business.

A fully depreciated bulk manufacturing facility ceased use in 2015 resulting in a $439 million reduction to gross property, plant and equipment and accumulated depreciation.

Depreciation expense was $500 million in 2015, $543 million in 2014 and $453 million in 2013.

Note 14 GOODWILL AND OTHER INTANGIBLE ASSETS

Dollars in Millions	Estimated Useful Lives	December 31, 2015	December 31, 2014
Goodwill		**$ 6,881**	$ 7,027
Other intangible assets:			
Licenses	5 – 15 years	**$ 574**	$ 1,090
Developed technology rights	9 – 15 years	**2,357**	2,358
Capitalized software	3 – 10 years	**1,302**	1,254
In-process research and development (IPRD)		**120**	280
Gross other intangible assets		**4,353**	4,982
Less accumulated amortization		**(2,934)**	(3,229)
Total other intangible assets		**$ 1,419**	$ 1,753

The reduction of goodwill in 2015 resulted from the allocation of amounts for business divestitures. Refer to "—Note 3. Alliances", "—Note 4. Acquisitions and Other Divestitures" and "—Note 5. Assets Held-For-Sale" for further discussion on the divestitures. Amortization expense was $183 million in 2015, $286 million in 2014 and $858 million in 2013. Future annual amortization expense of other intangible assets is expected to be approximately $200 million in 2016, $170 million in 2017, $150 million in 2018, $130 million in 2019, and $100 million in 2020. Other intangible asset impairment charges were $181 million in 2015, $380 million in 2014 and none in 2013.

Licenses of $500 million ($126 million net of accumulated amortization) were derecognized in 2015 as a result of the transfer of the *Erbitux** North American business to Lilly in October 2015. Refer to "—Note 3. Alliances" for further discussion.

A $160 million IPRD impairment charge was recognized in 2015 for BMS-986020 (lysophosphatidic acid 1 receptor antagonist) which was in Phase II development for treatment of IPF. The full write-off was required after considering the occurrence of certain adverse events, voluntary suspension of the study and an internal assessment indicating a significantly lower likelihood of regulatory and commercial success. BMS acquired BMS-986020 with its acquisition of Amira Pharmaceuticals, Inc. in 2011. In addition, a contingent consideration liability of $8 million related to the acquisition was also reversed because of the lower likelihood of success.

A $310 million IPRD impairment charge was recognized in 2014 for peginterferon lambda which was in Phase III development for treatment of hepatitis C virus (HCV). The full write-off was required after assessing the potential commercial viability of the asset and estimating its fair value. The assessment considered the lower likelihood of filing for registration in certain markets after completing revised projections of revenues and expenses. A significant decline from prior projected revenues resulted from the global introduction of oral non-interferon products being used to treat patients with HCV and no other alternative uses for the product.

Note 15 ACCRUED EXPENSES

Dollars in Millions	December 31, 2015	December 31, 2014
Employee compensation and benefits	**$ 904**	$ 892
Royalties	**161**	213
Accrued research and development	**553**	445
Restructuring - current	**89**	128
Pension and postretirement benefits	**47**	47
Litigation and other settlements	**189**	43
Other	**816**	691
Total accrued expenses	**$ 2,759**	$ 2,459

Note 16 SALES REBATES AND RETURN ACCRUALS

Reductions to trade receivables and accrued rebates and returns liabilities are as follows:

Dollars in Millions	December 31, 2015	December 31, 2014
Charge-backs related to government programs	$ 75	$ 41
Cash discounts	22	15
Reductions to trade receivables	$ 97	$ 56
Medicaid and Medicare rebates	$ 434	$ 267
Sales returns	181	232
Other rebates, discounts and adjustments	709	352
Accrued rebates and returns	$ 1,324	$ 851

Note 17 DEFERRED INCOME

Dollars in Millions	December 31, 2015	December 31, 2014
Alliances (Note 3)	$ 1,459	$ 1,493
Other	130	444
Total deferred income	$ 1,589	$ 1,937
Current portion	$ 1,003	$ 1,167
Non-current portion	586	770

Alliances include unamortized amounts for upfront, milestone and other licensing receipts, revenue deferrals attributed to the Gilead alliance and deferred income for the undelivered elements of the diabetes business divestiture. Upfront, milestone and other licensing receipts are amortized over the shorter of the contractual rights period or the expected life of the product. Other deferrals included approximately $300 million invoiced for *Daklinza* under an early access program in France as of December 31, 2014, that was deferred until final pricing was obtained from the French government in 2015. Amortization of deferred income was $307 million in 2015, $362 million in 2014 and $548 million in 2013.

Note 18 EQUITY

Dollars and Shares in Millions	Common Stock		Capital in Excess of Par Value of Stock	Retained Earnings	Treasury Stock		Noncontrolling Interest
	Shares	Par Value			Shares	Cost	
Balance at January 1, 2013	2,208	$ 221	$ 2,694	$ 32,733	570	$ (18,823)	$ 15
Net earnings	—	—	—	2,563	—	—	38
Cash dividends declared	—	—	—	(2,344)	—	—	—
Stock repurchase program	—	—	—	—	11	(413)	—
Employee stock compensation plans	—	—	(772)	—	(22)	1,436	—
Distributions	—	—	—	—	—	—	29
Balance at December 31, 2013	2,208	221	1,922	32,952	559	(17,800)	82
Net earnings	—	—	—	2,004	—	—	39
Cash dividends declared	—	—	—	(2,415)	—	—	—
Employee stock compensation plans	—	—	(393)	—	(11)	755	—
Debt conversion	—	—	(22)	—	(1)	53	—
Variable interest entity	—	—	—	—	—	—	59
Distributions	—	—	—	—	—	—	(49)
Balance at December 31, 2014	2,208	221	1,507	32,541	547	(16,992)	131
Net earnings	—	—	—	1,565	—	—	84
Cash dividends declared	—	—	—	(2,493)	—	—	—
Employee stock compensation plans	—	—	(48)	—	(8)	431	—
Debt conversion	—	—	—	—	—	2	—
Distributions	—	—	—	—	—	—	(57)
Balance at December 31, 2015	**2,208**	**$ 221**	**$ 1,459**	**$ 31,613**	**539**	**$ (16,559)**	**$ 158**

Treasury stock is recognized at the cost to reacquire the shares. Shares issued from treasury are recognized utilizing the first-in first-out method.

The components of other comprehensive income/(loss) were as follows:

Dollars in Millions	Pretax	Tax	After Tax
2013			
Derivatives qualifying as cash flow hedges:[a]			
Unrealized gains	$ 58	$ (17)	$ 41
Reclassified to net earnings	(56)	22	(34)
Derivatives qualifying as cash flow hedges	2	5	7
Pension and other postretirement benefits:			
Actuarial gains	1,475	(504)	971
Amortization[b]	129	(43)	86
Settlements[c]	165	(56)	109
Pension and other postretirement benefits	1,769	(603)	1,166
Available-for-sale securities:			
Unrealized losses	(35)	3	(32)
Realized gains[c]	(8)	3	(5)
Available-for-sale securities	(43)	6	(37)
Foreign currency translation	(75)	—	(75)
	$ 1,653	$ (592)	$ 1,061
2014			
Derivatives qualifying as cash flow hedges:[a]			
Unrealized gains	$ 139	$ (45)	$ 94
Reclassified to net earnings	(41)	16	(25)
Derivatives qualifying as cash flow hedges	98	(29)	69
Pension and other postretirement benefits:			
Actuarial losses	(1,414)	464	(950)
Amortization[b]	104	(37)	67
Settlements and curtailments[c]	867	(308)	559
Pension and other postretirement benefits	(443)	119	(324)
Available-for-sale securities:			
Unrealized gains	10	(6)	4
Realized gains[c]	(1)	—	(1)
Available-for-sale securities	9	(6)	3
Foreign currency translation	(8)	(24)	(32)
	$ (344)	$ 60	$ (284)
2015			
Derivatives qualifying as cash flow hedges:[a]			
Unrealized gains	$ 59	$ (22)	$ 37
Reclassified to net earnings	(130)	42	(88)
Derivatives qualifying as cash flow hedges	(71)	20	(51)
Pension and other postretirement benefits:			
Actuarial losses	(88)	27	(61)
Amortization[b]	85	(28)	57
Settlements and curtailments[c]	160	(55)	105
Pension and other postretirement benefits	157	(56)	101
Available-for-sale securities:			
Unrealized losses	(71)	14	(57)
Realized losses	3	—	3
Available-for-sale securities	(68)	14	(54)
Foreign currency translation	(17)	(22)	(39)
	$ 1	$ (44)	$ (43)

(a) Included in cost of products sold.
(b) Included in cost of products sold, research and development, and marketing, selling and administrative expenses.
(c) Included in other (income)/expense.

The accumulated balances related to each component of other comprehensive loss, net of taxes, were as follows:

Dollars in Millions	December 31, 2015	2014
Derivatives qualifying as cash flow hedges	$ 34	$ 85
Pension and other postretirement benefits	(2,080)	(2,181)
Available-for-sale securities	(23)	31
Foreign currency translation	(399)	(360)
Accumulated other comprehensive loss	$ (2,468)	$ (2,425)

Note 19 PENSION, POSTRETIREMENT AND POSTEMPLOYMENT LIABILITIES

BMS sponsors defined benefit pension plans, defined contribution plans and termination indemnity plans for regular full-time employees. The principal defined benefit pension plan is the Bristol-Myers Squibb Retirement Income Plan, covering most U.S. employees and representing approximately 65% of the consolidated pension plan assets and 61% of the obligations. Future benefits related to service for this plan were eliminated in 2009. BMS contributes at least the minimum amount required by the Employee Retirement Income Security Act of 1974 (ERISA). Plan benefits are based primarily on the participant's years of credited service and final average compensation. Plan assets consist principally of equity and fixed-income securities.

Comprehensive medical and group life benefits are provided for substantially all U.S. retirees electing to participate in comprehensive medical and group life plans. The medical plan is contributory. Contributions are adjusted periodically and vary by date of retirement. The life insurance plan is noncontributory. Plan assets consist principally of equity and fixed-income securities.

The net periodic benefit cost/(credit) of defined benefit pension and postretirement benefit plans includes:

	Pension Benefits			Other Benefits		
Dollars in Millions	2015	2014	2013	2015	2014	2013
Service cost — benefits earned during the year	$ 25	$ 34	$ 38	$ 4	$ 4	$ 8
Interest cost on projected benefit obligation	242	305	302	13	14	13
Expected return on plan assets	(405)	(508)	(519)	(27)	(27)	(26)
Amortization of prior service credits	(3)	(3)	(4)	(6)	(1)	(2)
Amortization of net actuarial (gain)/loss	91	110	134	3	(2)	1
Curtailments	(1)	1	—	—	(4)	—
Settlements	161	866	165	—	—	—
Special termination benefits	—	14	—	—	—	—
Net periodic benefit cost/(credit)	$ 110	$ 819	$ 116	$ (13)	$ (16)	$ (6)

In September 2014, BMS and Fiduciary Counselors Inc., as an independent fiduciary of the Bristol-Myers Squibb Company Retirement Income Plan, entered into a definitive agreement to transfer certain U.S. pension assets to The Prudential Insurance Company of America (Prudential) to settle approximately $1.5 billion of pension obligations. BMS purchased a group annuity contract from Prudential in December 2014, who irrevocably assumed the obligation to make future annuity payments to certain BMS retirees. The transaction does not change the amount of the monthly pension benefit received by affected retirees and surviving beneficiaries and resulted in a pretax settlement charge of $713 million. Pension settlement charges were also recognized after determining the annual lump sum payments will exceed the annual interest and service costs for certain pension plans, including the primary U.S. pension plan in 2015, 2014 and 2013.

Changes in defined benefit and postretirement benefit plan obligations, assets, funded status and amounts recognized in the consolidated balance sheets were as follows:

	Pension Benefits		Other Benefits	
Dollars in Millions	**2015**	2014	**2015**	2014
Benefit obligations at beginning of year	**$ 7,068**	$ 7,233	**$ 402**	$ 404
Service cost—benefits earned during the year	**25**	34	**4**	4
Interest cost	**242**	305	**13**	14
Plan participants' contributions	**2**	2	**24**	22
Curtailments	**—**	(27)	**—**	(3)
Settlements	**(336)**	(1,774)	**—**	—
Plan amendments	**(3)**	(2)	**—**	(7)
Actuarial (gains)/losses	**(321)**	1,673	**(26)**	28
Retiree Drug Subsidy	**—**	—	**5**	6
Benefits paid	**(105)**	(216)	**(62)**	(62)
Exchange rate gains	**(154)**	(160)	**(5)**	(4)
Benefit obligations at end of year	**$ 6,418**	$ 7,068	**$ 355**	$ 402
Fair value of plan assets at beginning of year	**$ 6,148**	$ 7,406	**$ 357**	$ 347
Actual return on plan assets	**(5)**	750	**(4)**	36
Employer contributions	**118**	124	**8**	8
Plan participants' contributions	**2**	2	**24**	22
Settlements	**(336)**	(1,774)	**—**	—
Retiree Drug Subsidy	**—**	—	**5**	6
Benefits paid	**(105)**	(216)	**(62)**	(62)
Exchange rate losses	**(135)**	(144)	**—**	—
Fair value of plan assets at end of year	**$ 5,687**	$ 6,148	**$ 328**	$ 357
Funded status	**$ (731)**	$ (920)	**$ (27)**	$ (45)
Assets/(Liabilities) recognized:				
Other assets	**$ 71**	$ 40	**$ 96**	$ 91
Accrued expenses	**(37)**	(36)	**(10)**	(11)
Pension and other postretirement liabilities	**(765)**	(924)	**(113)**	(125)
Funded status	**$ (731)**	$ (920)	**$ (27)**	$ (45)
Recognized in accumulated other comprehensive loss:				
Net actuarial (gains)/losses	**$ 3,140**	$ 3,304	**$ (22)**	$ (24)
Prior service credit	**(39)**	(40)	**(4)**	(9)
Total	**$ 3,101**	$ 3,264	**$ (26)**	$ (33)

The accumulated benefit obligation for all defined benefit pension plans was $6,363 million and $7,001 million at December 31, 2015 and 2014, respectively.

Additional information related to pension plans was as follows:

Dollars in Millions	**2015**	2014
Pension plans with projected benefit obligations in excess of plan assets:		
Projected benefit obligation	**$ 5,310**	$ 5,877
Fair value of plan assets	**4,508**	4,917
Pension plans with accumulated benefit obligations in excess of plan assets:		
Accumulated benefit obligation	**$ 5,156**	$ 5,731
Fair value of plan assets	**4,386**	4,823

Actuarial Assumptions

Weighted-average assumptions used to determine benefit obligations at December 31 were as follows:

	Pension Benefits		Other Benefits	
	2015	2014	**2015**	2014
Discount rate	**3.8%**	3.6%	**3.6%**	3.4%
Rate of compensation increase	**0.5%**	0.8%	**2.0%**	2.0%

Weighted-average actuarial assumptions used to determine net periodic benefit (credit)/cost for the years ended December 31 were as follows:

	Pension Benefits			Other Benefits		
	2015	2014	2013	**2015**	2014	2013
Discount rate	**3.6%**	4.2%	4.1%	**3.4%**	3.7%	3.0%
Expected long-term return on plan assets	**7.2%**	7.6%	8.0%	**7.8%**	8.3%	8.8%
Rate of compensation increase	**0.8%**	2.3%	2.3%	**2.0%**	2.1%	2.1%

The yield on high quality corporate bonds matching the duration of the benefit obligations is used in determining the discount rate. The Citigroup Pension Discount curve is used in developing the discount rate for the U.S. plans.

The expected return on plan assets was determined using the expected rate of return and a calculated value of assets, referred to as the "market-related value." The market-related value of plan assets exceeded the fair value by approximately $225 million at December 31, 2015. Differences between assumed and actual returns are amortized to the market-related value on a straight-line basis over a three-year period. Several factors are considered in developing the expected return on plan assets, including long-term historical returns and input from external advisors. Individual asset class return forecasts were developed based upon market conditions, for example, price-earnings levels and yields and long-term growth expectations. The expected long-term rate of return is the weighted-average of the target asset allocation of each individual asset class. Historical long-term actual annualized returns for U.S. pension plans were as follows:

	2015	2014	2013
10 years	**6.7%**	7.9%	8.0%
15 years	**6.0%**	6.4%	6.8%
20 years	**8.1%**	9.3%	8.8%

Actuarial gains and losses resulted from changes in actuarial assumptions (such as changes in the discount rate and revised mortality rates) and from differences between assumed and actual experience (such as differences between actual and expected return on plan assets). Gains and losses are amortized over the life expectancy of the plan participants for U.S. plans (35 years in 2016) and expected remaining service periods for most other plans to the extent they exceed 10% of the higher of the market-related value or the projected benefit obligation for each respective plan. The amortization of net actuarial loss and prior service credit is expected to be approximately $70 million in 2016. The periodic benefit cost or credit is included in cost of products sold, research and development, and marketing, selling and administrative expenses, except for curtailments, settlements and other special termination benefits which are included in other expenses.

Assumed healthcare cost trend rates at December 31 were as follows:

	2015	2014	2013
Healthcare cost trend rate assumed for next year	**5.5%**	6.0%	6.4%
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	**4.5%**	4.5%	4.5%
Year that the rate reaches the ultimate trend rate	**2018**	2018	2019

A one-percentage-point change in assumed healthcare cost trend rates would not have a material impact on the cost or benefit obligation.

Plan Assets

The fair value of pension and postretirement plan assets by asset category at December 31, 2015 and 2014 was as follows:

	December 31, 2015				December 31, 2014			
Dollars in Millions	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Equity Securities	$ 785	$ —	$ —	$ 785	$ 1,115	$ —	$ —	$ 1,115
Equity Funds	521	1,174	—	1,695	446	1,113	—	1,559
Fixed Income Funds	249	724	—	973	340	777	—	1,117
Corporate Debt Securities	—	1,382	—	1,382	—	1,481	—	1,481
Venture Capital and Limited Partnerships	—	—	249	249	—	—	327	327
U.S. Treasury and Agency Securities	—	517	—	517	—	557	—	557
Short-Term Investment Funds	—	103	—	103	—	63	—	63
Insurance Contracts	—	—	115	115	—	—	119	119
Event Driven Hedge Funds	—	72	—	72	—	71	—	71
Cash and Cash Equivalents	106	—	—	106	76	—	—	76
Other	4	14	—	18	4	16	—	20
Total plan assets at fair value	$ 1,665	$ 3,986	$ 364	$ 6,015	$ 1,981	$ 4,078	$ 446	$ 6,505

The investment valuation policies per investment class are as follows:

Level 1 inputs utilize unadjusted quoted prices in active markets accessible at the measurement date for identical assets or liabilities. The fair value hierarchy provides the highest priority to Level 1 inputs. These instruments include equity securities, equity funds and fixed income funds publicly traded on a national securities exchange and cash and cash equivalents. Cash and cash equivalents are highly liquid investments with original maturities of three months or less at the time of purchase and are recognized at cost, which approximates fair value. Pending trade sales and purchases are included in cash and cash equivalents until final settlement.

Level 2 inputs utilize observable prices for similar instruments, quoted prices for identical or similar instruments in non-active markets and other observable inputs that can be corroborated by market data for substantially the full term of the assets or liabilities. Equity funds, fixed income funds, event driven hedge funds and short-term investment funds classified as Level 2 within the fair value hierarchy are valued at the net asset value of their shares held at year end. There were no significant unfunded commitments or restrictions on redemptions related to investments valued at NAV as of December 31, 2015. Corporate debt securities and U.S. treasury and agency securities classified as Level 2 within the fair value hierarchy are valued utilizing observable prices for similar instruments and quoted prices for identical or similar instruments in markets that are not active.

Level 3 unobservable inputs are used when little or no market data is available. Venture capital and limited partnerships classified as Level 3 within the fair value hierarchy invest in underlying securities whose market values are determined using pricing models, discounted cash flow methodologies or similar techniques. Some of the most significant unobservable inputs used in the valuation methodologies include discount rates, Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) multiples and revenue multiples. Significant changes in any of these inputs could result in significantly lower or higher fair value measurements. Insurance contracts are held by certain foreign pension plans and are carried at contract value, which approximates the estimated fair value and is based on the fair value of the underlying investment of the insurance company.

The following summarizes the activity for financial assets utilizing Level 3 fair value measurements:

Dollars in Millions	Venture Capital and Limited Partnerships	Insurance Contracts	Total
Fair value at January 1, 2014	$ 369	$ 142	$ 511
Purchases, sales and settlements, net	(88)	(15)	(103)
Realized gains/(losses)	61	(15)	46
Unrealized gains/(losses)	(15)	7	(8)
Fair value at December 31, 2014	327	119	446
Purchases, sales and settlements, net	(92)	7	(85)
Realized gains/(losses)	41	(11)	30
Unrealized losses	(27)	—	(27)
Fair value at December 31, 2015	$ 249	$ 115	$ 364

The investment strategy emphasizes equities in order to achieve higher expected returns and lower expenses and required cash contributions over the long-term. A target asset allocation of 43% public equity (16% international, 14% global and 13% U.S.), 7% private equity and 50% long-duration fixed income is maintained for the U.S. pension plans. Investments are diversified within each of the three major asset categories. Approximately 88% of the U.S. pension plans equity investments are actively managed. Venture capital and limited partnerships are typically valued on a three month lag using latest available information. BMS common stock represents less than 1% of the plan assets at December 31, 2015 and 2014.

Contributions and Estimated Future Benefit Payments

Contributions to pension plans were $118 million in 2015, $124 million in 2014 and $251 million in 2013 and are expected to be approximately $100 million in 2016. Estimated annual future benefit payments (including lump sum payments) range from $300 million to $400 million in each of the next five years, and aggregate $1.7 billion in the subsequent five year period.

Savings Plans

The principal defined contribution plan is the Bristol-Myers Squibb Savings and Investment Program. The contribution is based on employee contributions and the level of Company match. The expense attributed to defined contribution plans in the U.S. was approximately $190 million in 2015, 2014 and 2013.

Note 20 EMPLOYEE STOCK BENEFIT PLANS

On May 1, 2012, the shareholders approved the 2012 Stock Award and Incentive Plan (the 2012 Plan), which replaced the 2007 Stock Incentive Plan. The 2012 Plan provides for 109 million shares to be authorized for grants, plus any shares from outstanding awards under the 2007 Plan as of February 29, 2012 that expire, are forfeited, canceled, or withheld to satisfy tax withholding obligations. As of December 31, 2015, 108 million shares were available for award. Shares are issued from treasury stock to satisfy our obligations under this Plan.

Executive officers and key employees may be granted options to purchase common stock at no less than the market price on the date the option is granted. Options generally become exercisable ratably over four years and have a maximum term of ten years. The plan provides for the granting of stock appreciation rights whereby the grantee may surrender exercisable rights and receive common stock and/or cash measured by the excess of the market price of the common stock over the option exercise price. The Company has not granted any stock options or stock appreciation rights since 2009.

Restricted stock units may be granted to key employees, subject to restrictions as to continuous employment. Generally, vesting occurs ratably over a four year period from grant date. Compensation expense is recognized over the vesting period. A stock unit is a right to receive stock at the end of the specified vesting period but has no voting rights.

Market share units are granted to executives. Vesting is conditioned upon continuous employment until the vesting date and payout factor is at least 60% of the share price on the award date. The payout factor is the share price on vesting date divided by share price on award date, with a maximum of 200%. The share price used in the payout factor is calculated using an average of the closing prices on the grant or vest date, and the nine trading days immediately preceding the grant or vest date. Vesting occurs ratably over four years.

Performance share units are granted to executives and have a three year cycle and are granted as a target number of units subject to adjustment based on company performance. The number of shares issued when performance share units vest is determined based on the achievement of annual performance goals. The number of shares issued for 2014-2016 and 2015-2017 performance share unit awards are also adjusted based on the Company's three-year total shareholder return relative to a peer group of companies. Vesting occurs on the third anniversary of the grant date.

Stock-based compensation expense for awards ultimately expected to vest is recognized over the vesting period. Forfeitures are estimated based on historical experience at the time of grant and revised in subsequent periods if actual forfeitures differ from those estimates. Other information related to stock-based compensation benefits are as follows:

	Years Ended December 31,		
Dollars in Millions	**2015**	2014	2013
Stock options	**$ —**	$ —	$ 2
Restricted stock units	**82**	75	74
Market share units	**36**	34	29
Performance share units	**117**	104	86
Total stock-based compensation expense	**$ 235**	$ 213	$ 191
Income tax benefit	**$ 77**	$ 71	$ 64

Shares in Thousands	Stock Options		Restricted Stock Units		Market Share Units		Performance Share Units	
	Number of Options Outstanding	Weighted-Average Exercise Price of Shares	Number of Nonvested Awards	Weighted-Average Grant-Date Fair Value	Number of Nonvested Awards	Weighted-Average Grant-Date Fair Value	Number of Nonvested Awards	Weighted-Average Grant-Date Fair Value
Balance at January 1, 2015	15,577	$ 22.29	5,247	$ 43.61	1,961	$ 42.47	3,419	$ 47.12
Granted	—	—	1,770	61.18	703	67.03	1,574	65.07
Released/Exercised	(5,084)	23.56	(2,132)	44.06	(1,323)	35.32	(1,771)	42.15
Adjustments for actual payout	—	—	—	—	614	32.69	1,307	51.29
Forfeited/Canceled	(166)	25.16	(386)	46.98	(146)	52.66	(451)	59.51
Balance at December 31, 2015	10,327	21.62	4,499	50.02	1,809	53.10	4,078	56.17
Vested or expected to vest	10,327	21.62	4,061	49.52	1,674	52.58	4,627	57.49

Dollars in Millions	Restricted Stock Units	Market Share Units	Performance Share Units
Unrecognized compensation cost	$ 159	$ 40	$ 106
Expected weighted-average period in years of compensation cost to be recognized	2.7	2.8	1.7

Amounts in Millions, except per share data	2015	2014	2013
Weighted-average grant date fair value (per share):			
Restricted stock units	$ 61.18	$ 52.22	$ 38.73
Market share units	67.03	55.44	37.40
Performance share units	65.07	55.17	37.40
Fair value of options or awards that vested during the year:			
Stock options	$ —	$ —	$ 11
Restricted stock units	77	68	74
Market share units	47	49	30
Performance share units	75	90	90
Total intrinsic value of stock options exercised during the year	$ 206	$ 199	$ 323

The fair value of awards approximates the closing trading price of BMS's common stock on the grant date. The fair value of market share units also considers the payout formula and probability of satisfying market conditions.

The following table summarizes significant ranges of outstanding and exercisable options at December 31, 2015:

Range of Exercise Prices	Options Outstanding and Exercisable			
	Number Outstanding and Exercisable (in thousands)	Weighted-Average Remaining Contractual Life (in years)	Weighted-Average Exercise Price Per Share	Aggregate Intrinsic Value (in millions)
$1 - $20	4,096	3.14	$ 17.53	$ 210
$20 - $30	6,231	1.49	24.30	277
	10,327	2.14	$ 21.61	$ 487

The aggregate intrinsic value in the preceding table represents the total pretax intrinsic value, based on the closing stock price of $68.79 on December 31, 2015.

Note 21 LEASES

Annual minimum rental commitments for non-cancelable operating leases (primarily real estate and motor vehicles) are approximately $100 million in each of the next five years and an aggregate $300 million thereafter. Operating lease expenses were approximately $140 million in 2015, 2014 and 2013. Sublease income was not material for all periods presented.

Note 22 LEGAL PROCEEDINGS AND CONTINGENCIES

The Company and certain of its subsidiaries are involved in various lawsuits, claims, government investigations and other legal proceedings that arise in the ordinary course of business. These claims or proceedings can involve various types of parties, including governments, competitors, customers, suppliers, service providers, licensees, employees, or shareholders, among others. The resolution of these matters often develop over a long period of time and expectations can change as a result of new findings, rulings, appeals or settlement arrangements. The Company recognizes accruals for such contingencies when it is probable that a liability will be incurred and the amount of loss can be reasonably estimated. These matters involve patent infringement, antitrust, securities, pricing, sales and marketing practices, environmental, commercial, contractual rights, licensing obligations, health and safety matters, consumer fraud, employment matters, product liability and insurance coverage. Legal proceedings that are material or that the Company believes could become material are described below.

Although the Company believes it has substantial defenses in these matters, there can be no assurance that there will not be an increase in the scope of pending matters or that any future lawsuits, claims, government investigations or other legal proceedings will not be material. Unless otherwise noted, the Company is unable to assess the outcome of the respective litigation nor is it able to provide an estimated range of potential loss. Furthermore, failure to enforce our patent rights would likely result in substantial decreases in the respective product revenues from generic competition.

INTELLECTUAL PROPERTY

Baraclude — South Korea

In 2013, DaeWoong Pharmaceutical Co. Ltd., Hanmi Pharmaceuticals Co., Ltd. Dong-A Pharmaceutical Co. Ltd. and other generic companies initiated separate invalidity actions in the Korean Intellectual Property Office against Korean Patent No. 160,523 (the ‘523 patent) covering the entecavir molecule. In January 2015, the Korean Intellectual Property Tribunal ruled that the '523 patent is valid and the decision was affirmed on appeal in September 2015 by the Patent Court. The ‘523 patent expired on October 9, 2015. Following the expiration of the ‘523 patent, generic companies have entered the South Korean market and we expect continuing declines in net product sales of *Baraclude* in 2016.

*Plavix** — Australia

As previously disclosed, Sanofi was notified that, in August 2007, GenRx Proprietary Limited (GenRx) obtained regulatory approval of an application for clopidogrel bisulfate 75mg tablets in Australia. GenRx, formerly a subsidiary of Apotex Inc. (Apotex), has since changed its name to Apotex. In August 2007, Apotex filed an application in the Federal Court of Australia (the Federal Court) seeking revocation of Sanofi’s Australian Patent No. 597784 (Case No. NSD 1639 of 2007). Sanofi filed counterclaims of infringement and sought an injunction. On September 21, 2007, the Federal Court granted Sanofi’s injunction. A subsidiary of the Company was subsequently added as a party to the proceedings. In February 2008, a second company, Spirit Pharmaceuticals Pty. Ltd., also filed a revocation suit against the same patent. This case was consolidated with the Apotex case and a trial occurred in April 2008. On August 12, 2008, the Federal Court of Australia held that claims of Patent No. 597784 covering clopidogrel bisulfate, hydrochloride, hydrobromide, and taurocholate salts were valid. The Federal Court also held that the process claims, pharmaceutical composition claims, and claim directed to clopidogrel and its pharmaceutically acceptable salts were invalid. The Company and Sanofi filed notices of appeal in the Full Court of the Federal Court of Australia (Full Court) appealing the holding of invalidity of the claim covering clopidogrel and its pharmaceutically acceptable salts, process claims, and pharmaceutical composition claims which have stayed the Federal Court’s ruling. Apotex filed a notice of appeal appealing the holding of validity of the clopidogrel bisulfate, hydrochloride, hydrobromide, and taurocholate claims. A hearing on the appeals occurred in February 2009. On September 29, 2009, the Full Court held all of the claims of Patent No. 597784 invalid. In November 2009, the Company and Sanofi applied to the High Court of Australia (High Court) for special leave to appeal the judgment of the Full Court. In March 2010, the High Court denied the Company and Sanofi’s request to hear the appeal of the Full Court decision. The case has been remanded to the Federal Court for further proceedings related to damages sought by Apotex. The Australian government has intervened in this matter and is also seeking damages for alleged losses experienced during the period when the injunction was in place. The Company and Apotex have settled the Apotex case and the case has been dismissed. The Australian government's claim is still pending. It is not possible at this time to predict the outcome of the Australian government’s claim or its impact on the Company.

Eliquis - Inter-Partes Review (IPR)

In August 2015, Bristol-Myers Squibb received a Petition for Inter Partes Review of U.S. Patent No. 6,967,208 (“the ‘208 patent”) that was filed at the United States Patent & Trademark Office by the Coalition for Affordable Drugs, which is affiliated with entities and individuals associated with a hedge fund. The ‘208 patent is a composition of matter patent that contains claims directed to apixaban, the active ingredient in *Eliquis*. The petition requests that the Patent Trial and Appeal Board (PTAB) initiate a proceeding to review the validity of the ‘208 patent, including claims that cover apixaban. The Company responded to and opposed this petition in November 2015. The PTAB is expected to render a decision as to whether it will initiate this proceeding in mid-February 2016. If the PTAB decides to initiate the proceeding, a decision on the merits would be expected by the first half of 2017. The Company intends to vigorously defend the ‘208 patent against this challenge. The ‘208 patent expires in February 2023; the Company has filed a request for patent term restoration with the U.S. Patent & Trademark Office requesting that the patent expiration date be restored to December 2026.

Sprycel - European Union

In May 2013, Apotex, Actavis Group PTC ehf, Generics [UK] Limited (Mylan) and an unnamed company filed oppositions in the European Patent Office (EPO) seeking revocation of European Patent No. 1169038 (the '038 patent) covering dasatinib, the active ingredient in *Sprycel*. The '038 patent is scheduled to expire in April 2020 (excluding potential term extensions). On January 20, 2016, the Opposition Division of the EPO revoked the '038 patent. The Company will appeal the EPO's decision to the EPO Board of Appeal. The '038 patent will remain in force pending the outcome of our appeal of the EPO's decision, and we intend to pursue legal options to defend our intellectual property rights from any future infringement. Orphan drug exclusivity and data exclusivity for *Sprycel* in the EU expire in November 2016. The decision does not affect the validity of our other *Sprycel* patents within and outside Europe, including a different patent that covers the monohydrate form of dasatinib. In the U.S., the Company entered into a settlement agreement with Apotex in 2013 regarding a patent infringement suit whereby Apotex can launch its generic dasatinib monohydrate abbreviated New Drug Application product in September 2024, or earlier in certain circumstances.

Anti-PD-1 Antibody Patent Oppositions and Litigation

We have brought claims of infringement in a number of ongoing patent litigations against Merck & Co., Inc. (Merck) around the world with respect to patents directed to methods of treating cancer using a PD-1 antibody. Under our alliance with Ono, BMS has exclusive rights to these patents, including a European patent (EP 1 537 878) (the '878 patent). In 2011, Merck filed an opposition in the European Patent Office (EPO) seeking revocation of the '878 patent. In June 2014, the Opposition Division of the EPO maintained the validity of the claims in the '878 patent. Merck has appealed this decision.

In May 2014, Merck filed a lawsuit in the United Kingdom (UK) seeking revocation of the UK national version of the '878 patent. In July 2014, BMS and Ono sued Merck for patent infringement. A trial was held in the UK in July 2015. In October 2015, the court issued its judgment, finding the '878 patent valid and infringed. Merck has appealed this judgment.

In February 2015, Merck filed a lawsuit in the Netherlands seeking revocation of the Dutch national version of the '878 patent and BMS and Ono subsequently sued Merck for patent infringement. A trial regarding the validity and infringement of the '878 patent was held on January 29, 2016; the decision by the Dutch court is pending.

In December 2015, BMS and Ono filed lawsuits with respect to national versions of the '878 patent in several other European countries, including France, Germany, Ireland, Spain and Switzerland. BMS and Ono can file patent infringement actions against Merck in other national courts in Europe at or around the time Merck launches *Keytruda**. If any of the above-mentioned national courts determine Merck infringes a valid claim in the '878 patent, BMS and Ono may be entitled to monetary damages, including royalties on future sales of *Keytruda**. BMS and Ono are not seeking an injunction to prevent Merck from marketing *Keytruda** in these litigations unless an appropriate financial remedy cannot be agreed upon or awarded by the court.

In September 2014, BMS and Ono filed a lawsuit in the United States alleging that Merck's marketing of *Keytruda** infringes U.S. Patent No. 8,728,474 (the '474 patent). The trial in this matter is currently scheduled to begin in April 2017. In June and July 2015, BMS and Ono filed lawsuits in the United States alleging that Merck's marketing of *Keytruda** infringes U.S. Patent Nos. 9,067,999 (the '999 patent) and 9,073,994 (the '994 patent), respectively, which are patents related to the '474 patent. In these lawsuits, BMS and Ono are not seeking to prevent or stop the marketing of *Keytruda** in the United States unless an appropriate financial remedy cannot be agreed upon or awarded by the court.

In April 2014, Merck, and three other companies, opposed a European patent (EP 2 161 336) (the '336 patent) which is directed to a class of anti-PD-1 antibodies. In February 2015, BMS and Ono submitted a request to amend the claims of the '336 patent. Oral proceedings before the Opposition Division of the EPO are scheduled for July 2016.

In September 2014, Merck filed a lawsuit in Australia seeking the revocation of Australian Patent No. 2011203119, which is directed to a class of anti-PD-1 antibodies and is based on the same application as the '336 patent. In March 2015, BMS and Ono countersued Merck for patent infringement. Ono and BMS have similar and other patents and applications pending in the United States and other countries.

In September 2015, Dana-Farber Cancer Institute (Dana-Farber) filed a complaint in Massachusetts federal court seeking to correct the inventorship of five related U.S. patents. Specifically, Dana-Farber is seeking to add two scientists as inventors to these patents. Three of these patents (the '474, '999, and '994 patents) are currently subject to patent infringement proceedings filed by BMS and Ono against Merck in Delaware federal court, as specified above.

PRICING, SALES AND PROMOTIONAL PRACTICES LITIGATION

AWP Litigation

As previously disclosed, the Company, together with a number of other pharmaceutical manufacturers, has been a defendant in a number of private class actions as well as suits brought by the attorneys general of various states. In these actions, plaintiffs allege that defendants caused the Average Wholesale Prices (AWPs) of their products to be inflated, thereby injuring government programs, entities and persons who reimbursed prescription drugs based on AWPs. The Company remains a defendant in two state attorneys general suits pending in state courts in Pennsylvania and Wisconsin. The Company has been designated as one of four defendants for separate trials in Wisconsin

in 2016. A settlement has been reached between the Company and the other defendants on one hand, and the State of Wisconsin on the other.

Beginning in August 2010, the Company was the defendant in a trial in the Commonwealth Court of Pennsylvania (Commonwealth Court), brought by the Commonwealth of Pennsylvania. In September 2010, the jury issued a verdict for the Company, finding that the Company was not liable for fraudulent or negligent misrepresentation; however, the Commonwealth Court judge issued a decision on a Pennsylvania consumer protection claim that did not go to the jury, finding the Company liable for $28 million and enjoining the Company from contributing to the provision of inflated AWPs. The Company appealed the decision to the Pennsylvania Supreme Court and in June 2014, the Pennsylvania Supreme Court vacated the Commonwealth judge's decision and remanded the matter back to the Commonwealth Court. In January 2015, the Commonwealth Court entered judgment in favor of the Company. The Commonwealth of Pennsylvania appealed this decision to the Pennsylvania Supreme Court, which affirmed the lower court's decision in favor of the Company in December 2015.

Qui Tam Litigation

In March 2011, the Company was served with an unsealed qui tam complaint filed by three former sales representatives in California Superior Court, County of Los Angeles. The California Department of Insurance has elected to intervene in the lawsuit. The complaint alleges the Company paid kickbacks to California providers and pharmacies in violation of California Insurance Frauds Prevention Act, Cal. Ins. Code § 1871.7. In December 2015, the Company and the California Department of Insurance reached an agreement on the financial terms of a settlement in principle. The parties are continuing negotiations of the terms of a final settlement.

*Plavix** State Attorneys General Lawsuits

The Company and certain affiliates of Sanofi are defendants in consumer protection and/or false advertising actions brought by several states relating to the sales and promotion of *Plavix**. It is not possible at this time to reasonably assess the outcome of these lawsuits or their potential impact on the Company.

PRODUCT LIABILITY LITIGATION

The Company is a party to various product liability lawsuits. Plaintiffs in these cases seek damages and other relief on various grounds for alleged personal injury and economic loss. As previously disclosed, in addition to lawsuits, the Company also faces unfiled claims involving its products.

*Plavix**

As previously disclosed, the Company and certain affiliates of Sanofi are defendants in a number of individual lawsuits in various state and federal courts claiming personal injury damage allegedly sustained after using *Plavix**. Currently, over 5,200 claims involving injury plaintiffs as well as claims by spouses and/or other beneficiaries, are filed in state and federal courts in various states including California, New Jersey, Delaware and New York. In February 2013, the Judicial Panel on Multidistrict Litigation granted the Company and Sanofi's motion to establish a multidistrict litigation to coordinate Federal pretrial proceedings in *Plavix** product liability and related cases in New Jersey Federal Court. It is not possible at this time to reasonably assess the outcome of these lawsuits or the potential impact on the Company.

*Reglan**

The Company is one of a number of defendants in numerous lawsuits, on behalf of approximately 3,000 plaintiffs, including injury plaintiffs claiming personal injury allegedly sustained after using *Reglan** or another brand of the generic drug metoclopramide, a product indicated for gastroesophageal reflux and certain other gastrointestinal disorders, as well as claims by spouses and/or other beneficiaries. The Company, through its generic subsidiary, Apothecon, Inc., distributed metoclopramide tablets manufactured by another party between 1996 and 2000. It is not possible at this time to reasonably assess the outcome of these lawsuits. The resolution of these pending lawsuits, however, is not expected to have a material impact on the Company.

*Byetta**

Amylin, a former subsidiary of the Company, and Lilly are co-defendants in product liability litigation related to *Byetta**. To date, there are over 500 separate lawsuits pending on behalf of over 2,400 active plaintiffs (including pending settlements), which include injury plaintiffs as well as claims by spouses and/or other beneficiaries, in various courts in the U.S. The Company has agreed in principle to resolve over 510 of these claims. The majority of these cases have been brought by individuals who allege personal injury sustained after using *Byetta**, primarily pancreatic cancer and pancreatitis, and, in some cases, claiming alleged wrongful death. The majority of cases were pending in Federal Court in San Diego in a multi-district litigation (MDL) or in a coordinated proceeding in California Superior Court in Los Angeles (JCCP) and in November 2015, the defendants' motion for summary judgment based on federal preemption was granted in both the MDL and the JCCP. Plaintiffs have appealed to the U.S. Court of Appeals for the Ninth Circuit. The cases in the JCCP have not yet been formally dismissed. Amylin has product liability insurance covering a substantial number of claims involving *Byetta** and any additional liability to Amylin with respect to *Byetta** is expected to be shared between the Company and AstraZeneca. It is not possible to reasonably predict the outcome of any lawsuit, claim or proceeding or the potential impact on the Company.

SHAREHOLDER DERIVATIVE LITIGATION

In December 2015, two shareholder derivative lawsuits were filed in New York state court against certain officers and directors of the Company. The plaintiffs allege, among other things, breaches of fiduciary duty surrounding the Company's previously disclosed October 2015 civil settlement with the Securities and Exchange Commission of alleged Foreign Corrupt Practices Act violations in which the Company agreed to a payment of approximately $14.7 million in disgorgement, penalties and interest.

GOVERNMENT INVESTIGATIONS

Like other pharmaceutical companies, the Company and certain of its subsidiaries are subject to extensive regulation by national, state and local government agencies in the U.S. and other countries in which BMS operates. As a result, the Company, from time to time is subject to various governmental inquiries and investigations. It is possible that criminal charges, substantial fines and/or civil penalties, could result from government investigations. The most significant investigations conducted by government agencies are listed below.

*Abilify** State Attorneys General Investigation

In March 2009, the Company received a letter from the Delaware Attorney General's Office advising of a multi-state coalition investigating whether certain *Abilify** marketing practices violated those respective states' consumer protection statutes. It is not possible at this time to reasonably assess the outcome of this investigation.

ENVIRONMENTAL PROCEEDINGS

As previously reported, the Company is a party to several environmental proceedings and other matters, and is responsible under various state, federal and foreign laws, including the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), for certain costs of investigating and/or remediating contamination resulting from past industrial activity at the Company's current or former sites or at waste disposal or reprocessing facilities operated by third parties.

CERCLA Matters

With respect to CERCLA matters for which the Company is responsible under various state, federal and foreign laws, the Company typically estimates potential costs based on information obtained from the U.S. Environmental Protection Agency, or counterpart state or foreign agency and/or studies prepared by independent consultants, including the total estimated costs for the site and the expected cost-sharing, if any, with other "potentially responsible parties," and the Company accrues liabilities when they are probable and reasonably estimable. The Company estimated its share of future costs for these sites to be $60 million at December 31, 2015, which represents the sum of best estimates or, where no best estimate can reasonably be made, estimates of the minimal probable amount among a range of such costs (without taking into account any potential recoveries from other parties).

North Brunswick Township Board of Education

As previously disclosed, in October 2003, the Company was contacted by counsel representing the North Brunswick, NJ Board of Education (BOE) regarding a site where waste materials from E.R. Squibb and Sons may have been disposed from the 1940's through the 1960's. Fill material containing industrial waste and heavy metals in excess of residential standards was discovered during an expansion project at the North Brunswick Township High School, as well as at a number of neighboring residential properties and adjacent public park areas. In January 2004, the New Jersey Department of Environmental Protection (NJDEP) sent the Company and others an information request letter about possible waste disposal at the site, to which the Company responded in March 2004. The BOE and the Township, as the current owners of the school property and the park, are conducting and jointly financing soil remediation work and ground water investigation work under a work plan approved by the NJDEP, and have asked the Company to contribute to the cost. The Company is actively monitoring the clean-up project, including its costs. To date, neither the school board nor the Township has asserted any claim against the Company. Instead, the Company and the local entities have negotiated an agreement to attempt to resolve the matter by informal means, and avoid litigation. A central component of the agreement is the provision by the Company of interim funding to help defray cleanup costs and assure the work is not interrupted. The Company transmitted interim funding payments in December 2007 and November 2009. The parties commenced mediation in late 2008; however, those efforts were not successful and the parties moved to a binding allocation process. The parties are expected to conduct fact and expert discovery, followed by formal evidentiary hearings and written argument. In addition, in September 2009, the Township and BOE filed suits against several other parties alleged to have contributed waste materials to the site; that litigation has now been settled by the parties. The Company does not currently believe that it is responsible for any additional amounts beyond the two interim payments totaling $4 million already transmitted. Any additional possible loss is not expected to be material.

Note 23 SELECTED QUARTERLY FINANCIAL DATA (UNAUDITED)

Dollars in Millions, except per share data	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year
2015					
Total Revenues	$ 4,041	$ 4,163	$ 4,069	$ 4,287	$ 16,560
Gross Margin	3,194	3,150	2,972	3,335	12,651
Net Earnings/(Loss)	1,199	(110)	730	(188)	1,631
Net Earnings/(Loss) Attributable to:					
Noncontrolling Interest	13	20	24	9	66
BMS	1,186	(130)	706	(197)	1,565
Earnings/(Loss) per Share - Basic[a]	$ 0.71	$ (0.08)	$ 0.42	$ (0.12)	$ 0.94
Earnings/(Loss) per Share - Diluted[a]	0.71	(0.08)	0.42	(0.12)	0.93
Cash dividends declared per common share	$ 0.37	$ 0.37	$ 0.37	$ 0.38	$ 1.49
Cash and cash equivalents	$ 6,294	$ 4,199	$ 3,975	$ 2,385	$ 2,385
Marketable securities[b]	5,592	5,909	6,065	6,545	6,545
Total Assets	33,579	31,954	31,779	31,748	31,748
Long-term debt	7,127	6,615	6,632	6,550	6,550
Equity	15,689	15,291	15,273	14,424	14,424

Dollars in Millions, except per share data	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year
2014					
Total Revenues	$ 3,811	$ 3,889	$ 3,921	$ 4,258	$ 15,879
Gross Margin	2,843	2,898	2,914	3,292	11,947
Net Earnings	936	334	732	27	2,029
Net Earnings/(Loss) Attributable to:					
Noncontrolling Interest	(1)	1	11	14	25
BMS	937	333	721	13	2,004
Earnings per Share - Basic[a]	$ 0.57	$ 0.20	$ 0.43	$ 0.01	$ 1.21
Earnings per Share - Diluted[a]	0.56	0.20	0.43	0.01	1.20
Cash dividends declared per common share	$ 0.36	$ 0.36	$ 0.36	$ 0.37	$ 1.45
Cash and cash equivalents	$ 5,225	$ 4,282	$ 4,851	$ 5,571	$ 5,571
Marketable securities[b]	5,392	6,769	6,698	6,272	6,272
Total Assets	33,424	33,503	33,450	33,749	33,749
Long-term debt	7,367	7,372	7,267	7,242	7,242
Equity	15,531	15,379	15,201	14,983	14,983

(a) Earnings per share for the quarters may not add to the amounts for the year, as each period is computed on a discrete basis.
(b) Marketable securities includes current and non-current assets.

The following specified items affected the comparability of results in 2015 and 2014:

2015

Dollars in Millions	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year
Cost of products sold[a]	$ 34	$ 25	$ 15	$ 10	$ 84
Marketing, selling and administrative[b]	1	3	2	4	10
License and asset acquisition charges	162	869	94	554	1,679
IPRD impairments	—	—	—	160	160
Other	—	2	15	27	44
Research and development	162	871	109	741	1,883
Provision for restructuring	12	28	10	65	115
(Gain)/Loss on sale of businesses, product lines and assets	(152)	(8)	(198)	171	(187)
Pension charges	27	36	48	49	160
Acquisition and alliance related items	(36)	—	(87)	—	(123)
Litigation and other settlements	14	1	—	143	158
Out-licensed intangible asset impairment	13	—	—	—	13
Loss on debt redemption	—	180	—	—	180
Other (income)/expense	(122)	237	(227)	428	316
Increase/(decrease) to pretax income	75	1,136	(101)	1,183	2,293
Income tax on items above	(68)	(116)	43	(339)	(480)
Increase/(decrease) to net earnings	$ 7	$ 1,020	$ (58)	$ 844	$ 1,813

(a) Specified items in cost of products sold are accelerated depreciation, asset impairment and other shutdown costs.
(b) Specified items in marketing, selling and administrative are process standardization implementation costs.

2014

Dollars in Millions	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year
Cost of products sold[a]	$ 45	$ 39	$ 36	$ 31	$ 151
Additional year of Branded Prescription Drug Fee	—	—	96	—	96
Process standardization implementation costs	3	3	2	1	9
Marketing, selling and administrative	3	3	98	1	105
License and asset acquisition charges	15	148	65	50	278
IPRD impairments	33	310	—	—	343
Research and development	48	458	65	50	621
Provision for restructuring	21	16	35	91	163
(Gain)/Loss on sale of businesses, product lines and assets	(259)	12	(315)	3	(559)
Pension charges	64	45	28	740	877
Acquisition and alliance related items[b]	16	17	39	—	72
Litigation and other settlements	25	(23)	10	15	27
Out-licensed intangible asset impairment	—	—	—	11	11
Loss on debt redemption	45	—	—	—	45
Upfront, milestone and other licensing receipts	—	—	—	(10)	(10)
Other (income)/expense	(88)	67	(203)	850	626
Increase/(decrease) to pretax income	8	567	(4)	932	1,503
Income tax on items above	(179)	(102)	33	(297)	(545)
Specified tax charge[c]	—	—	—	123	123
Income taxes	(179)	(102)	33	(174)	(422)
Increase/(decrease) to net earnings	$ (171)	$ 465	$ 29	$ 758	$ 1,081

(a) Specified items in cost of products sold are accelerated depreciation, asset impairment and other shutdown costs.
(b) Includes $16 million of additional year of Branded Prescription Drug Fee in the third quarter.
(c) Specified tax charge relates to transfer pricing matters.

REPORTS OF MANAGEMENT

Management's Responsibility for Financial Statements

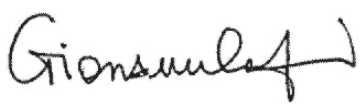
Management is responsible for the preparation and integrity of the financial information presented in this Annual Report. The accompanying consolidated financial statements have been prepared in conformity with United States generally accepted accounting principles, applying certain estimates and judgments as required. In management's opinion, the consolidated financial statements present fairly the Company's financial position, results of operations and cash flows.

The Audit Committee of the Board of Directors meets regularly with the internal auditors, Deloitte & Touche LLP (D&T), the Company's independent registered accounting firm, and management to review accounting, internal control structure and financial reporting matters. The internal auditors and D&T have full and free access to the Audit Committee. As set forth in the Company's Standard of Business Conduct and Ethics, the Company is firmly committed to adhering to the highest standards of moral and ethical behavior in all of its business activities.

Management's Report on Internal Control Over Financial Reporting

Management is responsible for establishing and maintaining adequate internal control over financial reporting. Under the supervision and with the participation of management, including the chief executive officer and chief financial officer, management assessed the effectiveness of internal control over financial reporting as of December 31, 2015 based on the framework in "Internal Control—Integrated Framework" (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on that assessment, management has concluded that the Company's internal control over financial reporting was effective at December 31, 2015 to provide reasonable assurance regarding the reliability of its financial reporting and the preparation of its financial statements for external purposes in accordance with United States generally accepted accounting principles. Due to its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Deloitte & Touche LLP, an independent registered public accounting firm, has audited the Company's financial statements included in this report on Form 10-K and issued its report on the effectiveness of the Company's internal control over financial reporting as of December 31, 2015, which is included herein.



Giovanni Caforio
Chief Executive Officer

Charles Bancroft
Chief Financial Officer

February 12, 2016

CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

As of December 31, 2015, management carried out an evaluation, under the supervision and with the participation of its chief executive officer and chief financial officer, of the effectiveness of the design and operation of its disclosure controls and procedures as such term is defined under Exchange Act Rule 13a-15(e). Based on this evaluation, management has concluded that as of December 31, 2015, such disclosure controls and procedures were effective.

Management's Report on Internal Control Over Financial Reporting

Management is responsible for establishing and maintaining adequate internal control over financial reporting. Under the supervision and with the participation of management, including the chief executive officer and chief financial officer, management assessed the effectiveness of internal control over financial reporting as of December 31, 2015 based on the framework in "Internal Control—Integrated Framework" (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on that assessment, management has concluded that the Company's internal control over financial reporting was effective at December 31, 2015 to provide reasonable assurance regarding the reliability of its financial reporting and the preparation of its financial statements for external purposes in accordance with United States generally accepted accounting principles. Due to its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Deloitte & Touche LLP, an independent registered public accounting firm, has audited the Company's financial statements included in this report on Form 10-K and issued its report on the effectiveness of the Company's internal control over financial reporting as of December 31, 2015, which is included herein.

Changes in Internal Control Over Financial Reporting

There were no changes in the Company's internal control over financial reporting during the quarter ended December 31, 2015 that have materially affected, or are reasonable likely to materially affect, the Company's internal control over financial reporting.

OTHER INFORMATION

None.

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

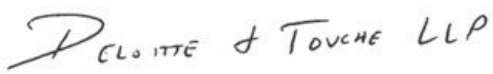
To the Board of Directors and Shareholders of
Bristol-Myers Squibb Company

We have audited the accompanying consolidated balance sheets of Bristol-Myers Squibb Company and subsidiaries (the "Company") as of December 31, 2015 and 2014, and the related consolidated statements of earnings, comprehensive income, and cash flows for each of the three years in the period ended December 31, 2015. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of Bristol-Myers Squibb Company and subsidiaries as of December 31, 2015 and 2014, and the results of their operations and their cash flows for each of the three years in the period ended December 31, 2015, in conformity with accounting principles generally accepted in the United States of America.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Company's internal control over financial reporting as of December 31, 2015, based on the criteria established in *Internal Control-Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 12, 2016 expressed an unqualified opinion on the Company's internal control over financial reporting.



Parsippany, New Jersey
February 12, 2016

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Shareholders of
Bristol-Myers Squibb Company

We have audited the internal control over financial reporting of Bristol-Myers Squibb Company and subsidiaries (the "Company") as of December 31, 2015, based on criteria established in *Internal Control-Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission. The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed by, or under the supervision of, the company's principal executive and principal financial officers, or persons performing similar functions, and effected by the company's board of directors, management, and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of the effectiveness of the internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2015, based on the criteria established in *Internal Control-Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated financial statements as of and for the year ended December 31, 2015 of the Company and our report dated February 12, 2016 expressed an unqualified opinion on those consolidated financial statements.

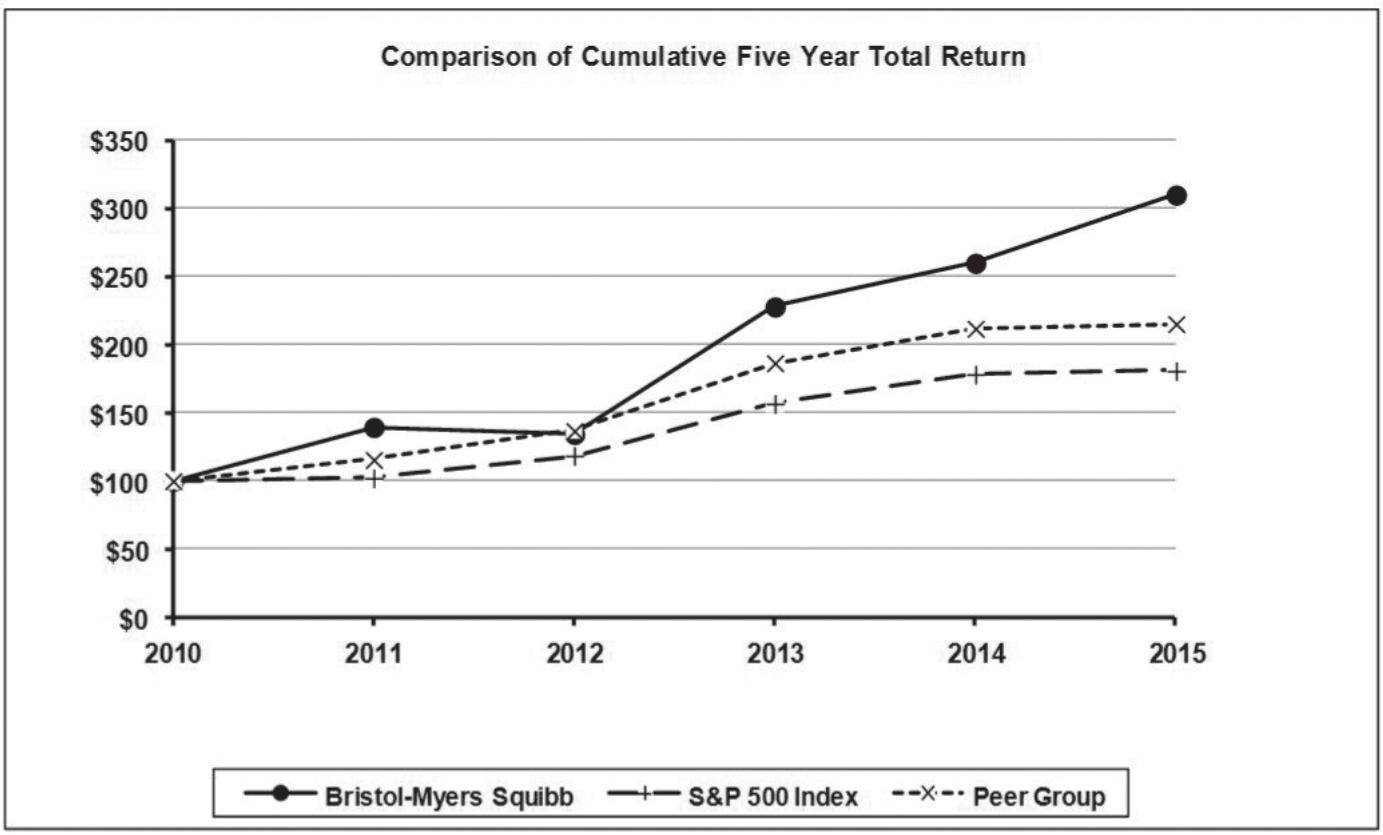
Deloitte & Touche LLP

Parsippany, New Jersey
February 12, 2016

PERFORMANCE GRAPH

The following performance graph compares the performance of Bristol-Myers Squibb for the periods indicated with the performance of the Standard & Poor's 500 Stock Index (S&P 500) and the average performance of a group consisting of our peer corporations on a line-of-business basis. The corporations making up our Peer Group are AbbVie Inc, Amgen Inc., AstraZeneca PLC, Biogen Inc., Celgene Corp, Eli Lilly and Company, Gilead Sciences, Inc., GlaxoSmithKline, Johnson & Johnson, Merck & Co., Inc., Novartis AG, Pfizer, Inc., Roche Holding Ltd., and Sanofi.

Total return indices reflect reinvested dividends and are weighted using beginning-period market capitalization for each of the reported time periods.



	12/31/2010	12/31/2011	12/31/2012	12/31/2013	12/31/2014	**12/31/2015**
Bristol-Myers Squibb	$ 100	$ 140	$ 134	$ 228	$ 260	**$ 310**
S&P 500 Index	$ 100	$ 102	$ 118	$ 157	$ 178	**$ 181**
Peer Group	$ 100	$ 116	$ 137	$ 187	$ 212	**$ 215**

Assumes $100 invested on 12/31/10 in Bristol-Myers Squibb common stock, S&P 500 Index, and Peer Group. Values are as of December 31 of specified year assuming dividends are reinvested.

Five-Year Financial Summary

Amounts in Millions, except per share data	2015	2014	2013	2012	2011
Income Statement Data:[a]					
Total Revenues	$ 16,560	$ 15,879	$ 16,385	$ 17,621	$ 21,244
Continuing Operations:					
Net Earnings	1,631	2,029	2,580	2,501	5,260
Net Earnings Attributable to:					
Noncontrolling Interest	66	25	17	541	1,551
BMS	1,565	2,004	2,563	1,960	3,709
Net Earnings per Common Share Attributable to BMS:					
Basic	$ 0.94	$ 1.21	$ 1.56	$ 1.17	$ 2.18
Diluted	$ 0.93	$ 1.20	$ 1.54	$ 1.16	$ 2.16
Average common shares outstanding:					
Basic	1,667	1,657	1,644	1,670	1,700
Diluted	1,679	1,670	1,662	1,688	1,717
Cash dividends paid on BMS common and preferred stock	$ 2,477	$ 2,398	$ 2,309	$ 2,286	$ 2,254
Cash dividends declared per common share	$ 1.49	$ 1.45	$ 1.41	$ 1.37	$ 1.33
Financial Position Data at December 31:					
Cash and cash equivalents	$ 2,385	$ 5,571	$ 3,586	$ 1,656	$ 5,776
Marketable securities[b]	6,545	6,272	4,686	4,696	5,866
Total Assets	31,748	33,749	38,592	35,897	32,970
Long-term debt[b]	6,550	7,242	7,981	7,232	5,376
Equity	14,424	14,983	15,236	13,638	15,867

(a) For a discussion of items that affected the comparability of results for the years 2015, 2014 and 2013, refer to "Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations—Non-GAAP Financial Measures."

(b) Includes current and non-current portion.

Bristol-Myers Squibb | Board of Directors

Lamberto Andreotti
Chairman, Board of Directors, Bristol-Myers Squibb

Giovanni Caforio, M.D.
Chief Executive Officer, Bristol-Myers Squibb

Lewis B. Campbell
Retired Chairman and Chief Executive Officer,
Textron Inc. and Navistar International Corporation
(b,c)

Laurie H. Glimcher, M.D.
Stephen and Suzanne Weiss Dean,
Cornell Medical College, and Cornell University
Provost for Medical Affairs
(a,d)

Michael Grobstein
Retired Vice Chairman, Ernst & Young LLP
(a,c)

Alan J. Lacy
Non-Executive Chairman,
Dave & Buster's Entertainment, Inc.
(a,b)

Thomas J. Lynch, Jr., M.D.
Chairman and Chief Executive Officer,
Massachusetts General Physicians Organization
(b,d)

Dinesh C. Paliwal
Executive Chairman, President and
Chief Executive Officer, Harman International Industries, Inc.
(a,b)

Vicki L. Sato, Ph.D.
Professor of Management Practice,
Harvard Business School
(c,d)

Gerald L. Storch
Chief Executive Officer, Hudson's Bay Company
and Non-Executive Chairman of Supervalu, Inc.
(a,c)

Togo D. West, Jr.
Chairman, TLI Leadership Group
(b,c)

(a) Audit Committee
(b) Committee on Directors and Corporate Governance
(c) Compensation and Management Development Committee
(d) Science and Technology Committee

Leadership Team | Bristol-Myers Squibb

Giovanni Caforio, M.D.
Chief Executive Officer

Charles Bancroft
Executive Vice President
and Chief Financial Officer

Emmanuel Blin
Senior Vice President and
Head of Commercialization,
Policy and Operations

Francis Cuss, MB BChir, FRCP
Executive Vice President and
Chief Scientific Officer

John Elicker
Senior Vice President,
Public Affairs and Investor Relations

Murdo Gordon
Senior Vice President and
Head of Worldwide Markets

Ann Powell Judge
Senior Vice President,
Global Human Resources

Sandra Leung
Executive Vice President and
General Counsel

Anne Nielsen
Senior Vice President,
Chief Compliance and Ethics Officer

Lou Schmukler
President, Global Manufacturing and Supply

Paul von Autenried
Senior Vice President, Enterprise Services
and Chief Information Officer

Bristol-Myers Squibb | Stockholder Information

Common Stock

Ticker symbol: BMY
New York Stock Exchange

Annual Meeting of Stockholders

Tuesday, May 3, 2016 10:00 a.m.
Bristol-Myers Squibb Company
777 Scudders Mill Road
Plainsboro, NJ 08536

Stockholder Services

All inquiries concerning stockholder accounts and stock transfer matters – including address changes, the elimination of duplicate mailings and the Shareowner Services Plus Plan℠ – should be directed to the Company's Transfer Agent and Registrar:

Wells Fargo Shareowner Services
1110 Centre Pointe Curve, Suite 101
Mendota Heights, MN 55120-4100

www.shareowneronline.com

855-598-5485 (within the U.S.)
651-450-4064 (outside the U.S.)

A telecommunications relay service should be used by the hearing impaired when calling the telephone numbers above.

Shareowner Services Plus Plan℠

The Shareowner Services Plus Plan℠ is designed for long-term investors who wish to build share ownership in the Company's common stock over time. You can participate in the plan if you are a registered holder of the Company's common stock. If you do not own the Company's common stock, you can become a participant by making your initial purchase through the plan. The plan features dividend reinvestment, optional cash purchase, share safekeeping, and share sales and transfers. Bristol-Myers Squibb Company has appointed Wells Fargo Shareowner Services as Administrator for the plan. The plan is not sponsored or administered by Bristol-Myers Squibb Company.

Shareowner Services Plus Plan is a Service Mark of Wells Fargo Shareowner Services.

Form 10-K

For a free copy of the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2015, contact:

Corporate Secretary
Bristol-Myers Squibb Company
345 Park Avenue
New York, NY 10154-0037

The Form 10-K is also available at investor.bms.com.

The most recent certifications by the Company's chief executive officer and chief financial officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 are filed as exhibits to the Company's Form 10-K. The Company has also filed with the New York Stock Exchange the most recent Annual CEO Certification as required by Section 303A.12(a) of the New York Stock Exchange Listed Company Manual.

Additional Information

Information on the following subjects is available at www.bms.com:

- Bristol-Myers Squibb Foundation
- Clinical Trials
- Compliance and Ethics
- Diversity and Workforce Statistics
- Patient Assistance Programs
- Policy and Advocacy Engagement and Political Contributions
- Sustainability/Environmental Programs

This Annual Report contains certain forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on current expectations and involve inherent risks and uncertainties that could cause actual outcomes and results to differ materially from current expectations. Please see page 27 in the Financial Review for a discussion and description of these risks and uncertainties. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

Product Names and Company Programs

Global products and company program names appearing throughout in italics are referred to herein by their registered and approved U.S. trademarks, unless specifically noted otherwise.

Abilify is a trademark of Otsuka Pharmaceutical Co., Ltd.

Atripla is a trademark of Bristol-Myers Squibb and Gilead Sciences, LLC.

Avapro/Avalide (known in the E.U. as Aprovel/Karvea) and Plavix are trademarks of Sanofi.

Byetta, Bydureon and *Symlin* are trademarks of Amylin Pharmaceuticals, LLC.

Erbitux is a trademark of ImClone LLC, a wholly-owned subsidiary of Eli Lilly and Company.

Farxiga, Onglyza and *Kombiglyze* are trademarks of AstraZeneca AB.

Gleevec is a trademark of Novartis AG.

Ixempra is a trademark of R-Pharm US Operating, LLC.

Keytruda is a trademark of Merck Sharp & Dohme Corporation.

Myalept is a trademark of Aegerion Pharmaceuticals, Inc.

Prostvac is a trademark of BN ImmunoTherapeutics Inc.

Recothrom is a trademark of The Medicines Company.

Reglan is a trademark of ANIP Acquisition Company.

Revlimid is a trademark of Celgene Corporation.

Truvada and *Tybost* are trademarks of Gilead Sciences, Inc. and/or one of its affiliates.

Brand names of products that are in all italicized letters, without an asterisk, are registered trademarks of BMS and/or one of its subsidiaries.

WORKING TOGETHER for Patients

OZZIE BOWEN

"It's Keeping Me Going."

In 2006, Ozzie Bowen, then 64, went in for a routine physical. His physician told him he had high protein levels in his blood and sent him to another doctor. "On the outside of the door, it said 'Cancer,' so I thought it must be bad," says Ozzie.

Ozzie's fears were confirmed. Doctors diagnosed multiple myeloma.

Multiple myeloma is a hematologic cancer that develops in the bone marrow. Symptoms include bone pain, fatigue, kidney impairment and infections. Annually, an estimated 114,250 new cases of multiple myeloma are diagnosed worldwide and more than 80,000 people die.

Ozzie began standard chemotherapy treatments. At first, he felt fine. But then, after some changes to his treatments, everything changed: "I got dizzy and sick and I couldn't walk without falling down."

> *EMPLICITI* HAS DONE GREAT THINGS FOR ME. IT'S KEEPING ME GOING PRETTY STRONG."

In August 2007, Ozzie checked into the hospital for a stem cell transplant — a standard treatment for multiple myeloma. "He had no color, he was gray and semiconscious," says Ozzie's wife Sheryl. "I slept on a folding chair in his room." It was an ordeal, but his cancer went into remission.

After less than two years, Ozzie's myeloma returned. Then he learned about a clinical trial at Winship Cancer Institute of Emory University with a new drug that would be used in combination with lenalidomide and dexamethasone.

The drug was *Empliciti* (elotuzumab), an immunostimulatory antibody that directly activates the immune system and targets malignant myeloma cells. In Novmeber 2015, *Empliciti* was approved by the U.S. Food and Drug Administration (FDA), in combination with lenalidomide and dexamethasone, for the treatment of multiple myeloma. Prior to approval, *Empliciti* was granted Breakthrough Therapy designation by the FDA, which helps to expedite development and review of drugs for serious or life threatening conditions.

Ozzie's myeloma has been under control for more than six years. "*Empliciti* has done great things for me. It's keeping me going pretty strong," he says.

"We're looking for a long, fruitful life together," adds Sheryl. "Thank you, Bristol-Myers Squibb. Thank you for your brains."

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WORKING TOGETHER
for Patients

Bristol-Myers Squibb

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