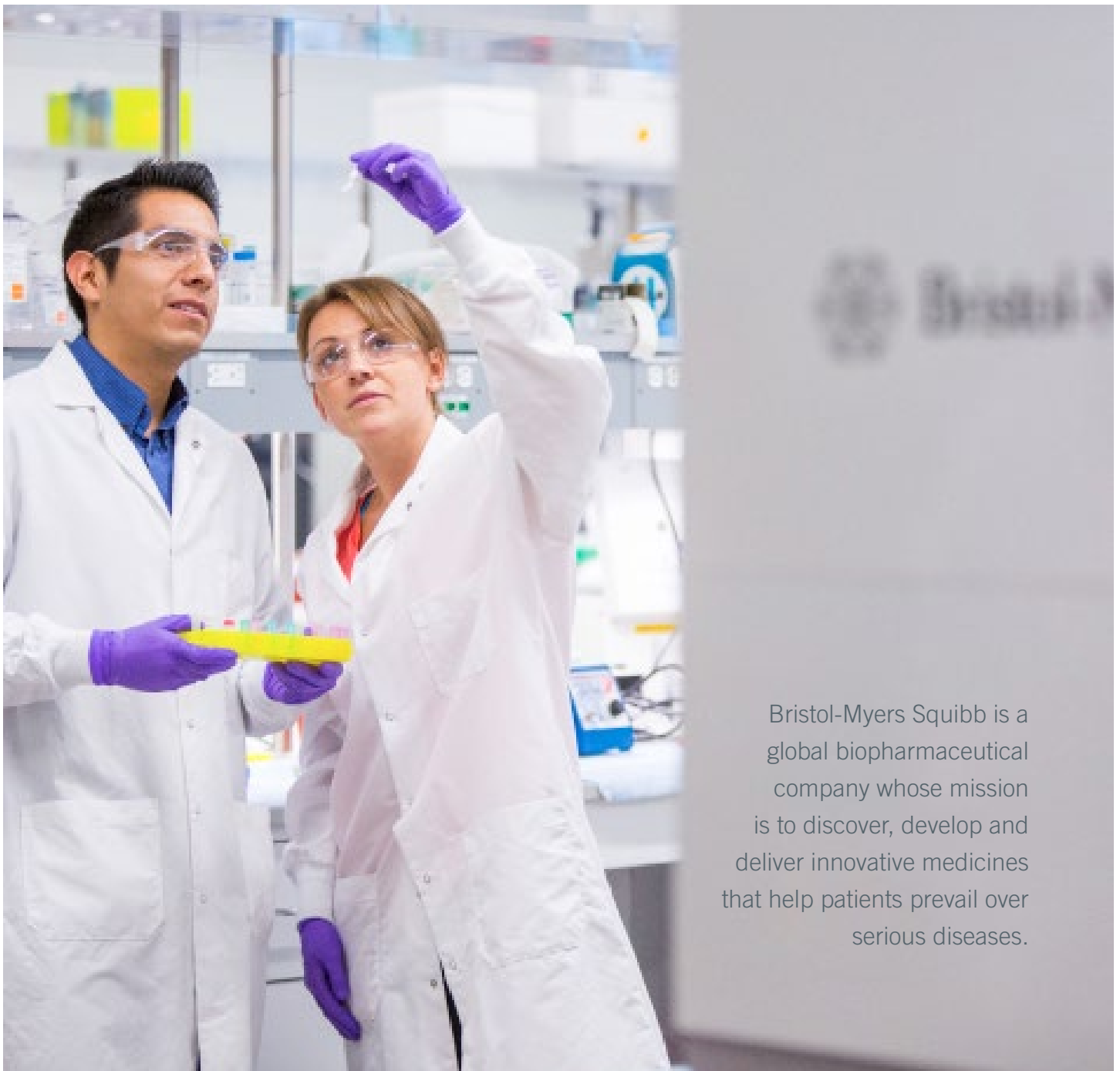


WE ARE A COMPANY THAT IS DELIVERING FOR PATIENTS TODAY,  
WHILE DISCOVERING AND DEVELOPING TRANSFORMATIONAL  
MEDICINES FOR PATIENTS TOMORROW. IT'S WHAT WE DO.



Bristol-Myers Squibb



Bristol-Myers Squibb is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

“In every part of our organization and in every part of the world, our work continues to be driven by an unwavering commitment to the people at the center of everything we do — our patients and their families.”

-Giovanni Caforio, M.D., Chief Executive Officer

The patient stories in this overview 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.

2017 KEY FACTS

CHAIRMAN OF THE BOARD &  
CHIEF EXECUTIVE OFFICER  
Giovanni Caforio, M.D.

BUSINESS  
Biopharmaceuticals

WEB ADDRESS  
[www.bms.com](http://www.bms.com)

NYSE LISTING  
BMY



2016

DELIVERING by  
the NUMBERS

**\$19.4**

BILLION  
in revenue

**17%**

GROWTH  
VS. 2015



*Opdivo*

\$3.8 BILLION

*Eliquis*

\$3.3 BILLION

*Orencia*

\$2.3 BILLION

*Sprycel*

\$1.8 BILLION

Hepatitis C Franchise

\$1.6 BILLION

*Yervoy*

\$1.1 BILLION

# BUSINESS HIGHLIGHTS

## GLOBAL SALES BY REGION

**55%**

UNITED  
STATES

**22%**

EUROPE



**23%**

REST of  
the WORLD  
& OTHER

includes  
Japan (7%)



# SPEED TO PATIENTS



Our people are dedicated to unlocking the potential of innovative science. Our persistent desire to solve complex problems drives us toward our goal of delivering transformational medicines to patients.

## MEET Our People Who Make a Difference

CHARLOTTE JONES-BURTON, M.D., M.S.  
Global Clinical Program Lead  
Cardiovascular Marketed Products

Charlotte has worked in the pharmaceutical industry for nearly a decade, leading clinical trial development for medicines across various areas including cardiovascular diseases and kidney transplantation. She also serves on the faculty of Rutgers University's Robert Wood Johnson Medical School. Charlotte earned a medical degree and Master of Science degree in Epidemiology and Preventive Medicine, with a concentration in Clinical Research, from the University of Maryland School of Medicine. Her postgraduate training included an internal medicine residency and a nephrology fellowship at the University of Maryland Medical Systems.

[bms.com/researchers-and-partners](https://bms.com/researchers-and-partners)

These accomplishments represent just the latest in a string of impressive leadership milestones achieved in 2016:

*ELIQUIS*



### IN THE U.S.

- Total prescriptions for all indications and all specialties among novel anti-coagulants (NOACs)
- New-to-brand prescriptions for all indications and all specialties among oral anti-coagulants, including warfarin
- Reached #1 in hospital/institutional sales among NOACs

### GLOBAL MARKETS

- 80% year-over-year growth
- Across indications, approved in more than 90 countries worldwide

### ESTIMATED



**PEOPLE**  
treated with  
*Eliquis* worldwide  
since launch





## JEFF JULIAN

“DEAR FRIENDS, FAMILY AND LOVED ONES, MY WORLD HAS BEEN ROCKED TODAY.”

### COMPETITOR. COACH. CANCER SURVIVOR.

As head coach of the Rose Bowl Aquatics for more than ten years, an eight-time All-American at the University of Southern California (USC) and a champion swimmer since he was an adolescent, Jeff Julian has always known what it takes to succeed.

But in early January 2015, he made this announcement on social media: “Dear Friends, Family and Loved Ones, My world has been rocked today.”

Doctors had just given him the diagnosis of stage IV lung cancer.

At first, his doctors gave Jeff and his wife, Kristine, little reason for hope. But then an oncologist at the University of California Los Angeles Medical Center mentioned a clinical trial with a combination therapy of two new immunotherapy drugs, ipilimumab and nivolumab. Studies of this combination therapy for the treatment of lung cancer are continuing.

Jeff enrolled and after 12 weeks of treatment, the first scans showed his tumors had shrunk significantly. They continued to shrink and are now substantially smaller than their original size.



### Inspiring Others

In July 2016, Jeff returned to his alma mater and was named the USC Trojans’ men’s and women’s assistant coach. He also continues to coach his son, an aspiring Olympian.

“If I can live my life and inspire others to live their lives more fully, then I’m blessed.” Jeff says.





## CALLIA BANES

“I NOW GET TO LIVE MY LIFE AND I’M INCREDIBLY GRATEFUL FOR THAT.”

### MANAGING THE PHYSICAL – AND EMOTIONAL – PAIN OF RA

Anyone who has been diagnosed with rheumatoid arthritis, or RA, knows firsthand about pain – from swollen, stiff joints to aching muscles and fatigue.

But for 28-year-old Callia Baines, not being able to live her life on her own terms because of the debilitating effects of RA caused an emotional pain that too often overshadowed her physical pain.

“I didn’t really have a life,” recalls Callia, who began noticing symptoms of RA as a teenager. “I couldn’t hang out with my friends or, you know, just do normal things.”

For years, Callia and her family sought medical answers to why she was experiencing painful foot cramps and spasms that spread to her legs or why she was exhausted all the time. Her symptoms drastically limited her activity in both high school and college. But a diagnosis wasn’t immediate and Callia felt like she was left to deal with her condition all alone.

During one particular episode in college, Callia called her mom crying because the pain in her feet was so severe and she didn’t know what to do. Her mom asked if she could ask some of her friends for help.

“I didn’t really want to tell anyone,” Callia says. “I didn’t want anyone to pity me.”

### Finding an Answer

After graduating from college and taking a full-time job in human resources, the Maryland resident continued to have symptoms of RA but was still undiagnosed until four years ago when a casual game of tug-of-war with her dog inadvertently led to an answer.

While they were playing, the dog accidentally bit Callia’s hand. The next morning she woke up to discover the same hand was swollen and red. She went to her doctor, who ruled out that the dog bite caused the swelling and ordered bloodwork. A test for RA came back positive.

Finally having a diagnosis brought clarity to Callia’s world, but initial treatments to manage her RA didn’t bring the relief she had hoped for. That’s when her physician prescribed Orencia. Following treatment, Callia felt like she was regaining mobility and also experiencing less pain.

“I now get to live my life and I’m incredibly grateful for that,” Callia says. “I feel like I can just be me.”

# OUR SCIENCE

**\$4.9** INVESTED  
BILLION\* IN **R&D**

\*2016 full year

**33**

## COMPOUNDS in DEVELOPMENT

Our pipeline currently has  
**33** compounds in development,  
focused on key therapeutic areas



Oncology



Immunoscience



Cardiovascular



Fibrosis



THOMAS J. LYNCH, JR., M.D.  
Chief Scientific Officer

“There are only a few times in your life when you feel that you are in the right place at the right time. For me, being named Chief Scientific Officer of Bristol-Myers Squibb is one of those moments. BMS has an extraordinarily rich and diverse pipeline, some of the most talented scientists and researchers I have ever met, and an unprecedented opportunity to transform the way patients with serious disease are treated.”



## GLOBAL PRODUCT DEVELOPMENT & SUPPLY (GPS)

SUPPLYING

**63**

markets globally

A PORTFOLIO  
OF MORE THAN

**100**

products

INTERNAL NETWORK OF

**20**

manufacturing and process development sites

EXTERNAL NETWORK  
OF MORE THAN

**100**

contract manufacturing partners

# BUSINESS DEVELOPMENT

11

NEW I-O COMPOUNDS  
in clinical development

.....  
TRIALS IN

48

tumor types

As of August 2017

Bristol-Myers Squibb was created through partnerships. From the day in 1887 when partners William McLaren Bristol and John Ripley Myers formed their company, through Bristol-Myers' 1989 merger with The Squibb Corporation, and still today, partnering has been integral to the evolution of our company. It's in our DNA—and partnering remains a key to our ability to deliver transformative medicines to patients with the highest unmet medical needs.

Our business development team has forged successful long-term, deep collaborations such as those with Medarex, Adnexus, Ono, and Five Prime. These and other partnerships have led to the development of pioneering medicines and new approaches to research, and have strengthened our discovery and development programs.

Business development and R&D teams work closely together on sourcing innovation through partnerships that combine leading science, technology, and research with our in-house development and commercial expertise.

From academia to biotech to global pharmaceutical companies – collaborative partnerships provide extensive scientific and commercial value in addition to the current and potential treatment for patients.



An agreement between Bristol-Myers Squibb and U.K.-based PsiOxus Therapeutics will explore whether oncolytic viruses may be appropriate as a first-line treatment for select tumors or whether they could be used in a supporting role to address tumors resistant to immunotherapy.



A collaboration between Bristol-Myers Squibb and Paris-based Enterome Biosciences will pair our expertise in the development of novel immunotherapies with Enterome's proprietary metagenomic technology platform and leadership in the rapidly advancing science of the gut microbiome to support the discovery of novel immunotherapy agents and biomarkers.



## MEET Our People Who Make a Difference

MARK SELBY, PH.D.

Senior Director, Immuno-Oncology Discovery

Mark's team develops fully human antibodies for clinical evaluation in oncology. The targets of interest are those that promote immune suppressive tumor environments and include positive and negative co-stimulators. Mark also supervises four Ph.D. scientists working on multiple antibody programs in both early and late stage development. Mark has worked at Bristol-Myers Squibb and Medarex (before it was acquired by Bristol-Myers Squibb in 2009) for over 15 years, focusing his research on anti-PD-1, anti-PD-L1, anti-PD-1 + anti-CTLA-4, anti-LAG-3 and anti-GITR. He and his team have been responsible for moving preclinical antibody assets related to these targets, some of which are now approved for oncology indications.

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## TERRY KEEGAN

“I THOUGHT THAT IF YOU TAKE CARE OF YOUR BODY, IT’S SUPPOSED TO TAKE CARE OF YOU.”

### A STUDY IN RESILIENCE

From a young age, Terry Keegan began systematically planning his life like the engineer he would become, each step designed to make him a more successful husband, father, and worker. He married his college sweetheart Donna, started a family before 30, and oversaw an eight-figure budget as a director of engineering before he was 31. He ate well, never smoked, and barely drank. So in 2011, when a doctor told him that biopsy results from a lesion at the base of his tongue revealed squamous cell carcinoma of the head and neck, Terry, then 54, fainted in the consultation room.


Surgeons removed the tumor and 66 lymph nodes to be sure. The threat seemed to be gone. Still, just over a year later, the cancer reappeared in the muscle layers of his neck, a perplexing development given the site of the original tumor. This time, surgery alone wouldn’t suffice. Terry began a regimen of platinum-based chemotherapy combined with radiation of all affected areas. But the biggest blow came in the summer of 2014, when Terry’s one-year PET scan revealed three spots on his right

lung. It was still squamous cell carcinoma, but now it was metastatic.

Doctors tried a combination of chemotherapies with mixed results: the tumors shrank, but when doctors took one of the drugs away the tumors grew again. Finally, Terry’s doctors told him about an immunotherapy drug that had worked well on a certain type of lung cancer and was now being tested for cancers like his. In March 2015, Terry enrolled in the clinical trial for OPDIVO® (nivolumab). Not long afterward, the tumors started to shrink—and they continued shrinking. Eight months after his first infusion, OPDIVO was still working. By 2017, two and a half years after being told he had a year to live, Terry and Donna are enjoying life and making the most of each day.

Donna regularly reads blogs and searches all things cancer online to see if there’s anything new they should know about. Terry will talk to anyone about OPDIVO and how it helped him overcome the odds. “Let’s create new statistics. All these old statistics are demoralizing.”





# Dagmar

## ENJOYING LIFE'S SIMPLE PLEASURES

Dagmar has a vibrant and dynamic personality that she shares in front of a live studio audience as co-host of the successful weekday talk show, “Día a Día con Raymond y Dagmar,” in Puerto Rico.

In 2008, Dagmar experienced a persistent soreness in her throat. At first, she attributed it to her line of work, but after some time, Dagmar knew she had to listen to her body and go to the doctor. A biopsy discovered she had head and neck cancer.

Dagmar would remain away from the cameras for several months to receive chemotherapy and radiation. Through the pain, worry and unknown, Dagmar remained hopeful and focused her time on life's simple pleasures, especially her walks on the beach.

“After being diagnosed with cancer, I had more appreciation for the little moments in life. Walking on the beach and hearing the waves, feeling the salt of the water and putting my feet in the sand all became beautiful moments for me,” said Dagmar.

Dagmar returned to work in 2009 and thought the worst was behind her. However, in 2015 a scan showed that the cancer had metastasized to Dagmar's lung.

Receiving the news that the cancer had returned brought back the same emotions as did her first diagnosis, except this time Dagmar knew the questions to ask.

“You are not afraid because you know the way and have hope there is a way forward because you have survived,” said Dagmar.

After surgery on her lungs, Dagmar's oncologist recommended *Opdivo*. Dagmar began treatment in June 2015 and returned to her routine way of life, including reprising her role as co-host of “Día a Día.” In 2016, the FDA approved *Opdivo* for the treatment of patients with recurrent or metastatic squamous cell carcinoma of the head and neck with disease progression on or after platinum-based therapy.

“CANCER DOES NOT EQUAL DEATH. CANCER  
EQUALS FIGHT. THE FIGHT FOR SURVIVAL.”

Our Sustainability 2020 Goals address a broad spectrum of company responsibilities to our stakeholders, including patients and customers, employees, global communities, shareholders and the natural environment. These goals focus attention on areas of great importance to the future success of the company's strategy and to the health and well-being of our global communities.

## SUSTAINABILITY 2020 GOALS



Accelerate innovation to develop transformative medicines



Be the employer of choice and the champion of safety



Enhance patient access to medicines



Drive supply chain leadership on quality and integrity



Innovate to support a green, healthy planet

## OUR CULTURE

### PEOPLE AND BUSINESS RESOURCE GROUPS

At Bristol-Myers Squibb, we promote a company-wide approach to create and grow a culture of collaboration and inclusion, leveraging education on unconscious bias, micro inequities training and inclusive communication principles. Our People and Business Resource Groups (PBRGs) empower our colleagues worldwide to share their unique perspectives and insights to drive business performance. The PBRGs represent eight company-supported groups of colleagues who voluntarily come together around a single dimension of diversity to help drive the company's mission. More than 7,500 employees in 45 countries participate in the PBRGs.

Visit [www.bms.com](http://www.bms.com) to learn more about People & Business Resource Groups

#### B-NOW

Bristol-Myers Squibb Network of Women

#### BOLD

Black Organization for Leadership and Development

#### CLIMB

Cultivating Leadership and Innovation for Millennials and Beyond

#### DAWN

Differently-Abled Workplace Network

#### LGBT+

Lesbian, Gay, Bisexual, Transgender and Allies

#### OLA

Organization for Latino Achievement

#### PAN

Pan Asian Network

#### VCN

Veterans Community Network



## SELECTION OF AWARDS AND RECOGNITIONS



Ranked among the top 10 on **Corporate Responsibility** magazine's list of the **100 Best Corporate Citizens** for the 8th consecutive year.



Recognized by **Forbes** as one of **America's Best Employers for 2016**. Our employees are committed to our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.



Honored by the **National Gay & Lesbian Chamber of Commerce** in collaboration with its partners in the National Business Inclusion Consortium as a Top 30 Best-of-the-Best company.



**2016 Working Mother 100 Best Companies** - the 19th consecutive year that our company has made the list. The company was recognized for on-and near-site childcare options and full benefit eligibility.



# WORKING TOGETHER FOR *Patients*



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