2026 Environmental Stewardship Report: **Enhancing Business Resilience**

Bristol Myers Squibb®

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0. Introduction

This report, reflecting our environmental stewardship efforts through 2025, underscores our strategic advancements in environmental risk identification and mitigation initiatives, and aligns with our commitment to building a resilient, responsible business. In this report, we aim to articulate our environmental stewardship ambition at Bristol Myers Squibb (BMS), define governance structures that support our vision, share our current strategy, provide an update of our planned climate and nature mitigation and risk management activities, and discuss the metrics and targets used to track our progress. Our climate disclosures are structured and complete per International Sustainability Standards Board (ISSB) requirements aligning with the International Financial Reporting Standards (IFRS) S2 standard. We also utilized components of the Taskforce on Nature-related Financial Disclosures (TNFD) where relevant to discussion of nature-related impacts and dependencies.

1. Our Environmental Stewardship Ambition

1.1 Why Environmental Stewardship Matters at BMS

At BMS, we recognize the intrinsic connection between human health and environmental well-being and acknowledge our obligation to limit the environmental impact of our operations while ensuring continued access to our medications for patients. Our science-driven, innovation-enabled strategy directs our pursuit of tangible solutions to reduce our environmental footprint and adapt to the adverse effects of environmental degradation and climate change.

1.2 Our Environmental Stewardship Ambition and Long-Term Vision

Our Environmental Stewardship approach guides us in responsibly managing our environmental impacts and dependencies across our value chain—reducing emissions, protecting water and natural resources, and minimizing waste. We have historically prioritized understanding and working to mitigate climate-related impacts and risks, and in 2025, we began to assess risks related to nature, including land, water, and other ecological pressures. While we recognize that specific forces affect climate and nature individually, the shared pressures, dependencies, and risks necessitate a unified approach to our environmental stewardship strategy. This report, focused primarily on our climate-related transition plan, integrates our current understanding of nature impacts and dependencies as a first step in articulating a holistic environmental stewardship ambition for BMS. We will continue to evolve our plan to enhance business resilience to risks posed by climate change and nature degradation as our approach to environmental stewardship matures.

Based on our understanding of priority areas of vulnerability and impact to environmental risks, this report details our current and planned impact reduction levers, as well as our strategy for engaging key stakeholders throughout the value chain in our efforts to mitigate risk and strengthen business resilience.

2. Governance

2.1 Board and Management Oversight of Environmental Stewardship

Effective governance and risk management ensure strong oversight, accountability, and ethical decision-making across the enterprise, enabling us to manage risk effectively and operate with integrity. These practices support business resilience, protect our reputation and license to operate, and drive sustainable, long-term value for patients and stakeholders. Our approach to corporate governance includes oversight of our Sustainability and Social Impact (SSI) practice, ensuring engagement and alignment with BMS' Board of Directors (BOD), senior leaders, and core support from key functional areas. As a result, our SSI strategy and the related governance practices are closely aligned and integrated with our Enterprise Risk Management (ERM) process.

Our SSI practice is a strategic capability within our Global Purpose & Patient Experience team within the Corporate Affairs function. This tight integration helps ensure that the patient experience is deeply integrated into our SSI work.

For more detail, see our Sustainability and Social Impact Operating Model.

The governance of our environmental stewardship strategy at BMS is designed to integrate climate and nature considerations with business decisions, to ensure that action is a shared responsibility across all levels of the company. The BoD, along with its Board Committees, is responsible for oversight of our SSI governance framework, including environmental risks and opportunities and related disclosures. Multiple times each year, our Board members discuss pertinent SSI topics, including external and emerging trends, internal performance weighed against predetermined objectives and opportunities to evolve our programs.

The Board and its relevant committees are responsible for overseeing the Company's environmental stewardship strategy, including climate-related strategies. The Committee on Directors and Corporate Governance (CDCG) oversees the overarching sustainability strategy, ensuring we are tracking toward our enterprise ambitions and there is alignment with our business strategy. The Audit Committee is responsible for regulatory preparedness, disclosure

Working groups and committees are facilitated by or with the participation of the SSI team.

controls, and compliance with environmental and social reporting requirements, including the accuracy and integrity of related financial disclosures. The Board's Compensation and Management Development Committee (CMDC) provides oversight and input to help integrate SSI with incentive programs and management of human capital. Full details of the roles and responsibilities of the Board and its Committees can be found here.

Individual members of the BMS Leadership Team (BMSLT) are directly responsible for SSI strategies related to their functional expertise, as well as delivering against long-term goals and commitments. The BMSLT reviews progress on sustainability goals at least annually. The Executive Vice President of Product Development and Supply is the

Environmental Executive Sponsor, and receives, at minimum, quarterly updates about environmental progress. In partnership with other divisions, the SSI, Environment & Sustainability Enablement (ESE), Product Stewardship and Responsible Sourcing Teams connect and align various activities that contribute to advancing our sustainability agenda. In 2025, the BMSLT and the Board approved our Scope 1 and 2 greenhouse gas (GHG) emissions roadmap and proposed budget to reach net-zero Scope 1 and 2 emissions by 2050.

In addition to our SSI council, other active governing bodies include our Environmental Advisory Committee (EAC) and Strategy & Reporting Steering Committee. The EAC is co-chaired by a member of the SSI Team and a member of our Environment and Sustainability Enablement Team and meets bi-monthly, serving a pivotal role in fostering cross-functional collaboration while ensuring that our environmental initiatives can be integrated enterprise-wide. The Strategy & Reporting Steering Committee ensures that our disclosures accurately reflect our climate- and nature-related risks and opportunities and that we are prepared to meet current and future regulatory requirements.

Our Global Procurement (GP) team leverages the BMS Responsible Sourcing Program (RSP) to monitor supply chain sustainability risks and performance and implement a core set of requirements to move suppliers through a journey of continuous improvement. Through RSP, we ensure supplier due diligence programs are being executed in line with expectations outlined in our Standards of Business Conduct and Ethics for Third Parties. The RSP leverages an industry-leading reporting platform to support a number of key functions, including monitoring supply chain risks and performance. These programs are essential for ensuring we engage our supply chain in our climate and broader environmental, social, and governance objectives.

2.2 Climate-Linked Incentives and Remuneration

Progress against certain SSI commitments is used as a weighted metric for 10% of the measurement of company performance as part of our senior executives' annual incentive program. This metric was included to incentivize our executives to achieve or make timely progress against important SSI milestones, including alignment with our Science Based Targets initiative (SBTi). Please refer to our Proxy Statement for a detailed overview of our executive compensation.

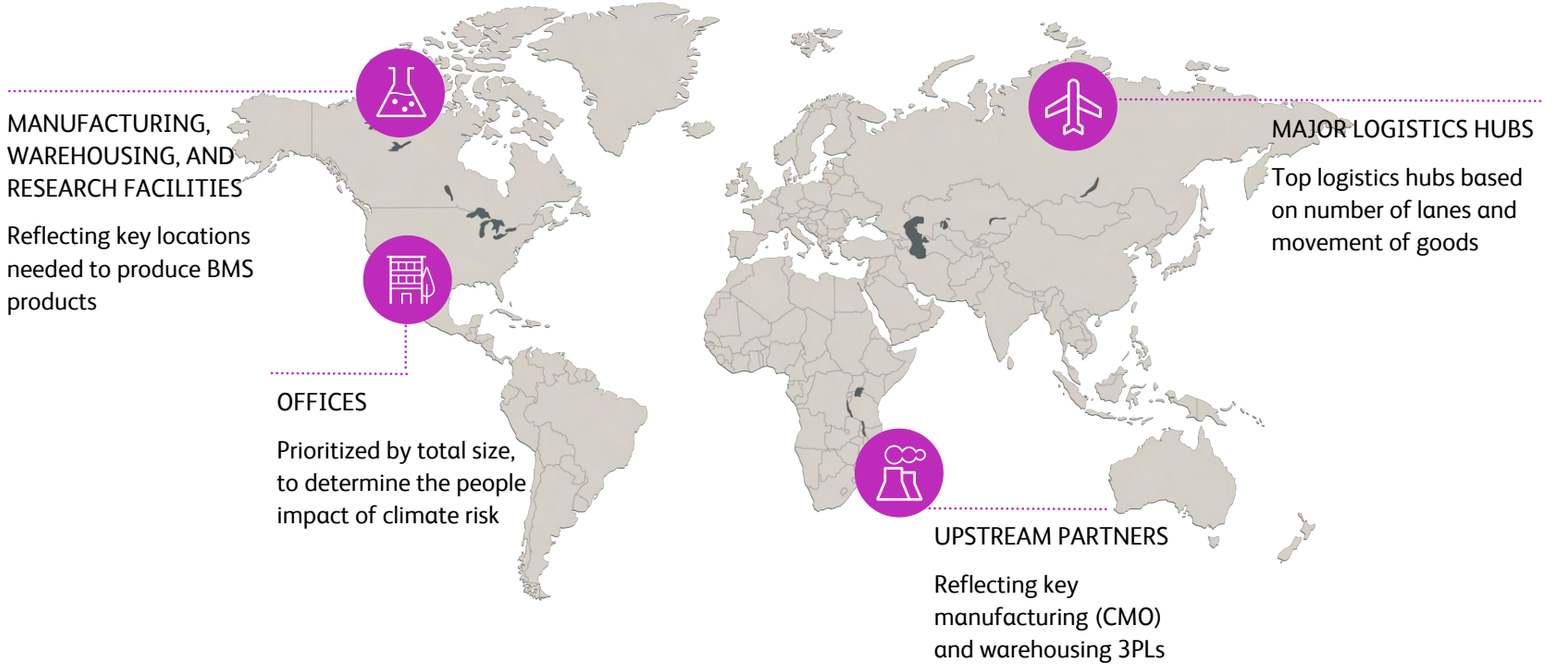
3. Business Resilience Strategy

3.1 Environmental Impacts, Dependencies, Risks, and Opportunities

Climate change and nature degradation are deeply interconnected, often exacerbating one another through shared dependencies such as water, energy, land, and ecosystem services. As a result, risks traditionally assessed through a climate-only lens, such as heat, drought, or flooding, can be amplified by underlying pressures on nature, including water stress, ecosystem degradation, and declining resilience of natural systems. Recognizing these interdependencies is critical to building a resilient business model.

While we assessed climate-related risks and nature-related impacts through distinct methodologies, our analysis highlighted strong intersections between the two, particularly in energy- and water-intensive activities across direct operations and the upstream value chain. For example, drought and heatwaves (climate hazards) can exacerbate chronic basin-level water stress, increasing operational disruption, water costs, and regulatory exposure. Similarly, rising temperatures increase cooling demand, which in turn elevates electricity use and upstream water withdrawals associated with power generation. These interactions can compound risk beyond what is captured through a single-lens assessment and are therefore increasingly considered in our prioritization and resilience planning.

Key Facility and Asset Mapping Ensures the Risk Model Reflects BMS' Business Exposure



Identifying Climate-Related Risks and Opportunities

Given the foundational role of evaluating our environmental risks, we evolved our approach to assessing and prioritizing our climate-related risks over the last two years. In 2024, we enhanced our climate risk management approach by reassessing physical risks across a greater number of sites and introducing quantitative assessments for a subset of transition risks. In 2025, we continued this improvement by identifying and assessing climate-related risks across a greater portion of our value chain, expanding to include risks faced by our logistics and contract manufacturing organizations (CMOs) in addition to our owned and leased facilities. Risks specific to ingredients, raw materials, and patient use/end-of-life were not included in this assessment, but we plan to expand future risk assessments to include these pieces of the value chain.

Climate Scenario Analysis

Our physical risk assessment included both a quantitative and qualitative scenario analysis. All climate-related risks were evaluated according to short-term (through 2030), medium-term (2030-2040), and long-term (2040-2050) time horizons.

TIME HORIZONS

Time horizons were selected to capture both near-term business relevance and long-term adaptation planning.

2030	2040	2050

The scenario analysis utilized the Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways (SSPs) to consider combined factors to estimate different trajectories of global temperature increases. These standardized climate scenarios take into account major anthropogenic (caused by human activity) impacts that lead to increasing GHG emissions in atmosphere. The scenarios then translate these emissions into increased energy accumulation in the climate system and a resulting rise in global temperatures. For this assessment, we used SSP1-2.6, SSP2-4.5, and SSP5-8.5

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SCENARIOS

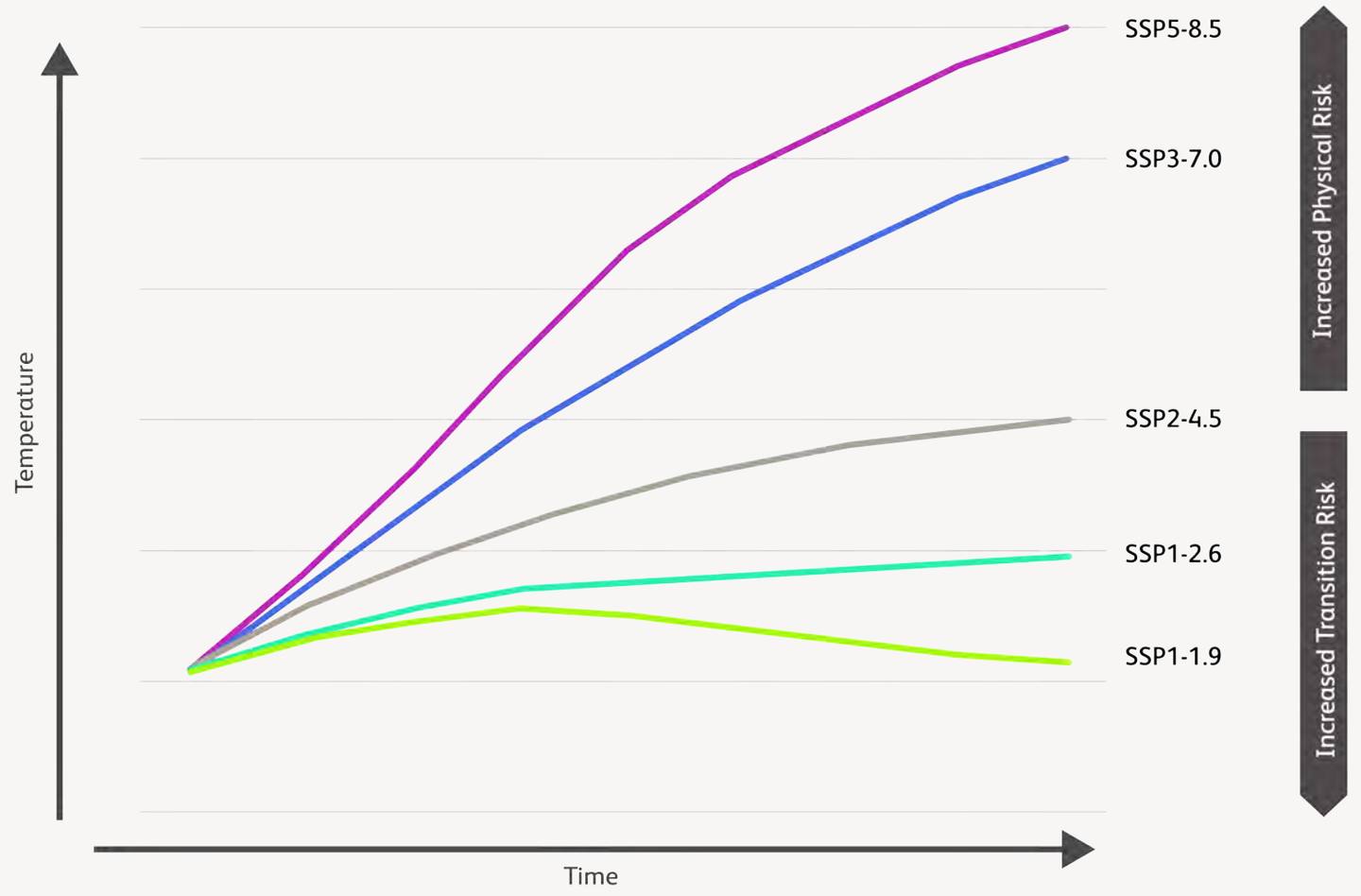
IPCC climate scenarios were selected following best practice guidance.

+1.7°C	+2.0°C	+4.0°C
SSP1-2.6	SSP2-4.5	SSP5-8.5

- **SSP1-2.6** represents an optimistic scenario aligned with low emissions; this scenario is characterized by global cooperation and sustainable development, focused on remaining within environmental boundaries. In this scenario, strong and effective policies are in place, leading to low pressures on nature and GHG emissions.
- **SSP2-4.5** represents a "middle of the road" scenario; this scenario is characterized by growth that perpetuates inequality between and within countries - while investments in education, health, and infrastructure happen, progress is uneven across regions. Policies are not strong enough to drastically reduce emissions, and fossil fuels remain a significant energy source.
- **SSP5-8.5** represents a scenario aligned with high emissions and warming; this scenario is characterized by a fragmented world with regionalized economies and weak international cooperation. Weak policies and low priority given to environmental sustainability result in high pressures on nature and a surge in GHG emissions, along with severe and frequent climate impacts and high environmental degradation.

Under IFRS S1 and S2, physical risks refer to risks from the direct impacts of climate change on assets, operations, or supply chains, while transition risks refer to risks arising from changes associated with the shift to a lower-carbon economy, such as policy, market, technology, or stakeholder expectation changes. The physical risk assessment evaluated the short-term, 2030 timeframe using a "middle of the road" scenario in order to help identify the current level of climate risk today, as well as how it will evolve in the future. This approach was selected to focus on near-term, actionable risks using a scenario that reflects today's global trajectory within more current business cycles. Our assessment of transition risks used the IPCC 1.5° Warming Scenario SSP1-1.9 and the Network for Greening the Financial System (NGFS) 1.5° Orderly Scenarios (Low Demand and Net Zero 2050), focusing on more optimistic scenarios that align with a low-carbon economy where regulatory, market, and stakeholder pressures will intensify. This approach was selected to stress test the company's resilience to the most ambitious direction of transition risks. It also allowed us to highlight opportunities for the company to position itself within a low-carbon economy.

How Warming Trajectories Across Climate Scenarios Shape Transition Versus Physical Risks



Physical Risks

To identify climate-related physical risks, we mapped key facilities and assets across the value chain to ensure the risk assessment reflects our business exposure. Based on internal data, we identified our owned and leased facilities (including manufacturing facilities, research and development (R&D) facilities, warehouses, and offices) and upstream partners and facilities (including logistics hubs, CMO manufacturing sites, and third-party logistics warehousing) to include in the climate-related risk assessment. Together, this prioritized dataset of approximately 220 sites covers a sizable portion of global activities where we have the most influence, ensuring the assessment is both representative and decision useful.

Short-Term Physical Risks In a 'Middle of the Road" Scenario

Asset category*	Asset name	Basin water stress	Drought	Flooding	Wildfire	Heatwave	Extreme precipitation	Extreme wind
BMS owned & leased assets	Manufacturing	Chronic nature pressure (potentially compounded by climate-related drought and heatwave risks)	Priority Hazard, Vulnerable	Vulnerable	Vulnerable	Priority Hazard	Priority Hazard	N/A
	R&D facilities		Priority Hazard, Vulnerable	Vulnerable	Vulnerable	N/A	Priority Hazard	Priority Hazard
	Warehousing	N/A	N/A	Priority Hazard, Vulnerable	Vulnerable	N/A	N/A	N/A
Upstream operations (Not owned by BMS)	Upstream manufacturing	Chronic nature pressure (potentially compounded by climate-related drought and heatwave risks)	Priority Hazard, Vulnerable	Priority Hazard, Vulnerable	Vulnerable	Priority Hazard	Priority Hazard	N/A
	Upstream warehousing	N/A	Priority Hazard	Vulnerable	Vulnerable	Priority Hazard	Priority Hazard	N/A
	Third-party logistics hubs	N/A	N/A	N/A	N/A	Priority Hazard	Priority Hazard	N/A

*In addition to the physical climate hazards shown above, sea level rise and heat stress were also evaluated as part of our climate-related risk assessment.
They are excluded here as they were not determined to be current priority hazards or areas of vulnerability for the BMS value chain. We will review these hazards in future analysis.

Climate Hazards

Six climate hazards and one relevant nature hazard were identified across three time horizons and three climate change. scenarios for each key location identified.

CLIMATE

- Drought
- Wildfire
- Flooding
- Extreme Wind
- Heatwave
- Extreme Precipitation

NATURE

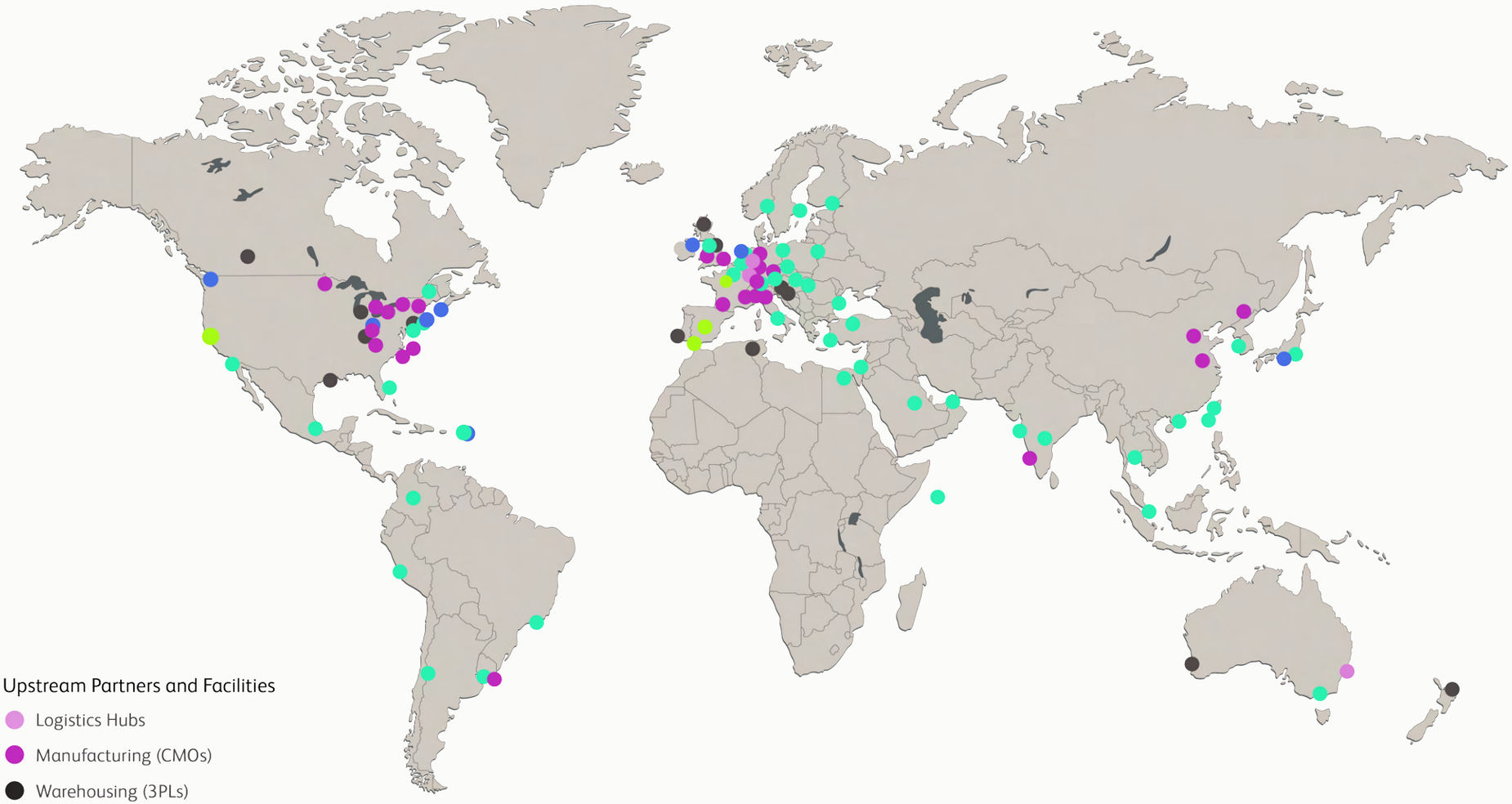
- Basin Water Stress

Sites Assessed for Physical Risk

BMS' global value chain is exposed to escalating climate risks, with physical hazards expected to grow in frequency and severity by mid-century.

The sites assessed are most vulnerable to 4 key hazards:

- Extreme precipitation
- Drought
- Flooding
- Heatwave



BMS Owned and Leased Facilities
- Manufacturing
- R&D
- Warehousing
- Offices

Upstream Partners and Facilities
- Logistics Hubs
- Manufacturing (CMOs)
- Warehousing (3PLs)

Transition Risks

To identify climate-related transition risks, BMS identified 23 risks spanning the four commonly recognized transition-risk categories—policy and legal, technology, market, and reputational risks—based on business and industry context, a review of current strategies, and analysis of sales and facility data. These risks were refined to a prioritized shortlist of 14 that were most relevant to BMS' business model and value chain. The shortlisted risks were assessed during a cross-functional internal workshop that evaluated their potential impact and likelihood, key business implications, and feasible mitigation actions and opportunities to support business continuity. This process resulted in the identification of six relevant transition risks, prioritized based on their relative impact and likelihood. The six key transition risks are below:

Six Prioritized Transitions Risks

POLICY & LEGAL RISKS

1 Carbon pricing expansion

Carbon taxes that lead to higher production costs for energy-intensive drug manufacturing

Impact: High
Likelihood: High

2 Future regulation and market tenders

New requirements such as mandatory supply chain mapping, product carbon footprints, etc.

Impact: Medium
Likelihood: High

3 Water-use restrictions*

Water-use restrictions or water shortages in water-stressed geographies could significantly affect manufacturing and R&D

Impact: High
Likelihood: High

TECHNOLOGY RISKS

4 Novel material technology

Potential redesign of biologic formulations and chemical APIs/excipients with high carbon profiles

Impact: High
Likelihood: Medium

5 Reliance on high-carbon transport

Reliance on transport which may experience carbon pricing or be difficult to decarbonize

Impact: High
Likelihood: Medium

MARKET RISKS

6 Supply chain disruptions & bottlenecks

High-carbon input or fuel phase-outs and limited availability of low-carbon substitutes

Impact: High
Likelihood: High

*Water-use restriction is most commonly viewed as a nature risk; however, it poses unique constraints to BMS manufacturing and is therefore included to further integrate nature and climate risks.

Climate-related opportunities: Our most recent assessment also identified opportunities for BMS under future scenarios with a focus on the more optimistic SSP1-2.6 scenario, which assumes rapid transition to a low-carbon economy. This approach was selected to assess the areas with the greatest potential opportunities for BMS. The assessment used a desk review of business and industry context, analysis of our current strategies, as well as sales and facility data.

Our assessment identified five climate-related opportunities for BMS (see Section 3.2 for additional details):

- Leverage low-carbon operations and energy transition
- Embed greener by design practices
- Supply chain decarbonization and sustainable procurement
- Increasing business and supply chain climate resilience
- Connecting environmental performance with patient health

Identifying Nature Impacts and Dependencies

As we continue to advance our approach to managing climate-related impacts and risks, integrating impacts and dependencies on nature represents an important next step in strengthening our environmental stewardship strategy. To build this understanding, we conducted our first nature-related impact and dependency assessment in 2025 using the TNFD LEAP approach: Locate, Evaluate, Assess, and Prepare. This assessment focused on direct operations and upstream raw materials and ingredients and followed the first two steps in the LEAP approach (Locate and Evaluate). The assessment systematically identified where our business interacts with nature and evaluated the significance of associated impacts and dependencies across direct operations and upstream value chains. The methodology integrated guidance from TNFD and the Science Based Targets Network (SBTN) and is tailored to the pharmaceutical sector.

Methodology

The "Locate" step focused on mapping BMS' activities across the value chain to the ecosystems where nature interactions occur, at both site and sourcing-region levels. This combined approach enabled early identification of potential priority geographies and highlighted where improved traceability would most enhance decision-making.

- **Value chain coverage:** The analysis covered owned and leased operations, CMOs, logistics, and upstream purchased goods, prioritizing activities with the greatest potential to drive nature impacts.
- **Geospatial mapping and State of Nature screening:** Sites and sourcing regions were mapped to spatially explicit State of Nature datasets describing local ecosystem condition and vulnerability (e.g., water scarcity, water quality, ecosystem integrity), enabling identification of locations where our activities overlap with ecosystems already under high stress.
- **Sourcing assumptions:** Where primary traceability data were limited, conservative, co-developed assumptions were applied to estimate the most likely country or region where the most impactful stage of production occurs, consistent with TNFD guidance on use of best available data.

Upstream Value Chain (Purchased Goods & Services) Dependencies and Impacts: Based on an initial nature assessment, upstream activities are estimated to represent the majority of our nature-related impacts and dependencies, associated with bio-based feedstocks, energy-intensive processing, and geographically concentrated sourcing.

Key impacts and dependencies within the upstream value chain include:

- Access to agricultural raw materials (e.g., crop- and animal-derived inputs), which both impact and depend on land use, soil health, freshwater availability, and water quality.
- Stable energy supply, with indirect dependence on water and ecosystems associated with electricity generation.
- Ecosystem services supporting upstream manufacturing, including freshwater availability and the assimilative capacity of local environments, which represent both operational dependencies and areas where upstream activities can exert pressure.

Direct Operations (Owned & Leased) Dependencies and Impacts: Direct operations account for a smaller share of total nature impacts than upstream activities but are often located in ecosystems that are already under stress, increasing the materiality of local impacts and dependencies. Key impacts and dependencies within direct operations include:

- Continuous access to freshwater for manufacturing, research, and cooling.
- Energy systems that indirectly impact and depend upon water and land resources.

3.2 Impact of Environmental Dependencies, Risks, and Opportunities on BMS' Business Model, Value Chain, and Strategy

As part of our transition planning, we are also considering the ways in which our business and value chain will need to evolve in order to achieve our environmental stewardship ambition.

Potential Business Impacts of Climate-Related Risks and Opportunities

In our most recent climate-related risk assessment, we assessed the anticipated business impact of the risks and opportunities outlined in Section 3.1.

Physical Risks

BMS owned & leased operations:

- **Manufacturing:** Drought, extreme precipitation, and heatwave exposure could increase operating expenditures and lost revenue for BMS, driven by production delays, delayed shipments, inventory loss, production downtime, repair costs and increased energy consumption. In a "middle of the road" scenario, more than 80% of owned and leased manufacturing business insurable value is exposed to increasing climate hazards in 2030 – particularly heatwave and extreme precipitation. Manufacturing processes are energy- and water-intensive, meaning these climate hazards can also place additional pressure on water availability and cooling capacity, reinforcing the importance of managing climate risks alongside key nature dependencies.
- **R&D facilities:** Drought, extreme precipitation, and windstorm exposure could increase operating expenditures and lost revenue, driven by delayed time-to-market for new products and repair and maintenance costs due to facility damage, power loss, water use restrictions, and interruption of inbound materials. In a "middle of the road" scenario, more than 90% of our R&D business value is exposed to increasing climate hazards – particularly drought and extreme precipitation – in 2030. In turn, drought-prone regions also face chronic water stress, which may introduce additional operational constraints and cost pressures if water restrictions are implemented.
- **Warehousing:** Flooding exposure could lead to increased operating expenditures and lost revenue, driven by facility damage, site closure, and product damage which could result in delayed shipments and associated repairs. More than 10% of warehousing business value (machinery and equipment value plus average stock) is exposed to increasing hazards,

BMS Owned and Leased Operations Will Face Increasing Exposure

	MANUFACTURING	R&D	WAREHOUSING
Exposed Business Value*	>80% of manufacturing business value (total property value* + business interruption) is exposed to increasing hazards	>90% of R&D business value (building, machinery, & equipment value, plus project capital) is exposed to increasing hazards	>10% of warehousing business value (machinery and equipment value plus average stock) is exposed to increasing hazards
Priority Hazards			
Vulnerability			

*Exposed business value of any site with a Synthetic Risk Score of 4 or higher in 2030 under a SSP2-4.5 Scenario. Facility exposure values provided by the Corporate Insurance team – represents the total value of the asset exposed. Logistics Hubs chargeable weight (weight of moved goods through each hub) provided by Global Delivery Solutions team.

Upstream operations (not owned by BMS):

- **Upstream manufacturing:** Drought and extreme precipitation exposure could result in increased cost of products sold and lost revenue, driven by production delays, facility repairs, and product delivery delays. In a "middle of the road" scenario, more than 70% of upstream manufacturing business value[1] is at risk for increasing climate hazards in 2030, including drought, extreme precipitation, flooding, and heatwave. For CMOs in climate-exposed basins, understanding local nature-related risks, such as water stress, and the adequacy of associated mitigation plans will be needed to provide a complete view of potential disruption risk.
- **Upstream warehousing:** Extreme precipitation exposure could result in increased cost of products sold and lost revenue, driven by facility repairs, product delivery delays, delayed order shipments, and inventory loss. In a "middle of the road" scenario, nearly 70% of upstream warehousing business value[2] is at risk for increasing climate hazards – including drought, extreme precipitation, flooding, and heatwave – in 2030.
- **Third-party logistics hubs:** Heatwave and extreme precipitation exposure could result in increased cost of products sold and lost revenue, driven by restrictions on cargo throughput, delayed order shipments, inventory loss or damage, and equipment and facility repairs. In a "middle of the road" scenario, warehousing and logistics hubs are comparably less vulnerable than other upstream operations. More than 30% of goods moving through key logistics hubs (total chargeable weight) is exposed to increasing hazards

Upstream Operations Will Face Increasing Exposure

	MANUFACTURING	R&D	WAREHOUSING
Exposed Business Value*	>70% of upstream manufacturing business value (average stock and business interruption) is exposed to increasing hazards	~70% of upstream warehousing business value (average stock and business interruption) is exposed to increasing hazards	>30% of goods moving through key logistics hubs (total chargeable weight) is exposed to increasing hazards
Priority Hazards			
Vulnerability			No vulnerability scores of a 5 for logistics hubs

***Exposed business value of any site with a Synthetic Risk Score of 4 or higher in 2030 under a SSP2-4.5 Scenario. Facility exposure values provided by the Corporate Insurance team – represents the total value of the asset exposed. Logistics Hubs chargeable weight (weight of moved goods through each hub) provided by Global Delivery Solutions team.**

[1] defined as buildings, machinery, and equipment value, plus project capital
[2] defined as average stock plus the costs associated with business interruption

Six Key Transition Risks

Risk	Description	Impact	Likelihood	Business Implications
Carbon pricing expansion	Increase in carbon taxes and carbon border adjustment mechanisms	**High**	**High**	• Increased operating costs and margin pressure as global taxes rise • Higher product costs and pressure on suppliers to mitigate exposure • Competitiveness loss if BMS fails to adapt
Future regulations	New requirements such as mandatory supply chain mapping, product carbon footprints, etc.	**Medium**	**High**	• Escalating compliance costs as regulations evolve from reporting to mandatory performance requirements • Pressure on suppliers for improved traceability and performance
Water-use restrictions	Water-use quotas in water-stressed geographies	**High**	**High**	• Limits on the amount of water usage allowed for manufacturing facilities leading to production delays • Fines or penalties for non-compliance • Required investment into advanced systems or new facilities
Novel materials technology	Redesign of biologic formulations and chemical APIs/excipients with high carbon profiles	**High**	**Medium**	• Increased R&D costs for reformulation and product/pipeline delays • Loss of competitiveness from slow adaptation
Reliance on high-carbon transport	Reliance on transport (e.g., aviation) which may experience carbon pricing or be difficult to decarbonize	**High**	**Medium**	• Higher logistics costs and heavy investments in decarbonization • Product reformulation or route optimization to maintain distribution
Supply chain disruptions and bottlenecks	High-carbon input or fuel phase-out and limited availability of low-carbon substitutes	**High**	**High**	• Product delays due to limited availability of materials • Higher material costs for limited materials or low-carbon alternatives

Climate-Related Opportunities

In addition to identifying and assessing risks, we prioritize climate-related opportunities based on their potential to deliver value, the expected timeline for realization, and our ability to effectively capitalize on them. Our proactive approach to identifying and leveraging climate-related opportunities not only furthers our sustainability goals but also drives value for all our stakeholders, including patients, employees, and global communities. By continuously aligning our strategies with emerging opportunities, we are strengthening business resilience while enhancing competitiveness.

5 Climate-Related Opportunities Could Emerge for BMS Under Future Scenarios

Opportunity	Description	Benefit to BMS
Leverage low-carbon operations and energy transition	Investing in low-carbon facilities and renewable electricity to achieve climate targets and lower operating costs	• Lowers energy use cost and carbon liabilities • Mitigates power supply and price volatility
Embed green chemistry and research sustainability	Continuing 'greener by design' principles and expanding My Green Lab certification to reduce R&D impact	• Strengthens compliance with emerging global regulations • Positions BMS as a preferred, low-impact supplier to hospitals and government agencies
Supply chain decarbonization and sustainable procurement	Engaging key suppliers to reduce Scope 3 emissions and integrate sustainability criteria into procurement	• Fosters co-innovation and shared cost savings with suppliers • Strengthens BMS' position in ESG-driven markets
Increasing business and supply chain climate resilience	Integrating adaptation into business operations and engaging the value chain on climate resilience	• More stable and resilient sourcing of key inputs for products • Safeguarding patient access through resilient healthcare systems
Connecting environmental performance with patient health	Connect BMS' purpose to climate and nature resilience by demonstrating how a healthy planet supports patient health	• Reduces environmental disease drivers for healthier communities • Strengthens BMS' purpose and leadership in sustainable healthcare

Potential Business Impacts of Nature Impacts and Dependencies

Upstream value chain:

- **Strategic dependency risk:** Upstream nature pressures are concentrated in biologics-related materials, which consistently rank highly across indicators due to dairy- and corn-based feedstocks and intensive manufacturing processes. Reliance on a limited number of high-impact materials and feedstock systems amplifies exposure to ecosystem degradation, climate-nature interactions, and market or policy shifts affecting those systems.
- **Supply disruption risk:** Degradation of ecosystems (e.g., water stress, declining water quality, land conversion constraints) in key sourcing regions can reduce yields, constrain processing capacity, or interrupt supply of critical inputs. For upstream manufacturing and CMOs, climate hazards such as heatwaves and extreme precipitation interact with nature-related dependencies on water availability and water quality. In water-stressed basins, these combined pressures heighten supply disruption risk.
- **Cost volatility:** Increased competition for scarce water, tighter environmental regulation, or the need to shift to alternative sourcing regions or materials can raise input and production costs.
- **Regulatory and compliance exposure:** Heightened scrutiny of agricultural and chemical supply chains, particularly in sensitive ecosystems, may lead to stricter permitting, reporting, or sourcing requirements.
- **Reputational risk:** Concentration of impacts in high-risk ecosystems increases exposure to stakeholder concerns around biodiversity loss, water pollution, and land use change.

Direct operations:

- **Operational disruption:** More than 30% of BMS water withdrawals occur in high-risk areas for water stress. Facilities located in water-stressed basins face increased risk of production interruptions due to water scarcity, droughts, or regulatory restrictions on withdrawals and discharges.
- **Increased operating costs:** Investments may be required in water efficiency, treatment upgrades, alternative energy sourcing, or basin-level stewardship to maintain operations in high-risk locations.
- **License-to-operate risk:** Local ecosystem stress heightens the importance of compliance with water use and discharge limits; failure to manage impacts could delay permits, expansions, or renewals.
- **Regulatory and legal exposure:** As water quality and biodiversity regulations tighten, sites in sensitive basins may face higher monitoring, reporting, or remediation requirements. Eight key sites drive more than 90% of nature pressures across indicators, representing priority sites for impact reduction targets and improvements to data collection.
- **Reputational and community relations risk:** Impacts on shared water resources can affect relationships with local communities and authorities, particularly where ecosystems are already under pressure.

3.3 Climate Resilience and Scenario Analysis

Qualitative and quantitative scenario analysis informed our assessment of climate-related risks and the potential business impacts across the value chain. Climate scenarios provide a framework to consider these risks in various potential climate future scenarios, strengthening our understanding of our business resilience and informing our approach of mitigation and adaption to various possible scenarios. Although our scenario analysis focuses primarily on climate-related risks, the scenarios used also imply differing levels of pressure on natural systems. Lower-emissions pathways are generally associated with lower long-term pressure on ecosystems, while higher-emissions scenarios correspond to more severe and widespread nature degradation. As a result, climate scenario analysis provides indirect insight into nature-related vulnerability, particularly where climate hazards and ecosystem stressors overlap. Over time, we intend to further integrate explicit nature variables into scenario analysis to better reflect these dynamics.

Financial Impact Modeling

As discussed above, our climate-related risk assessment considered how our exposure and vulnerability to our priority climate hazards across the value chain would translate into business impacts. This ultimately allowed us to quantify the potential financial impacts associated with the priority climate-related risks we identified. This analysis showed which segments of the value chain (and which locations within each segment) face the greatest exposure and vulnerability to physical climate risks, the magnitude and distribution of potential financial impacts across timeframes and scenarios, and insights to guide prioritization of adaptation investments and resilience strategies.

Once priority climate hazards (drought, extreme precipitation, flooding, and heatwave) were mapped for sites using our selected climate scenarios and time horizons, we modeled the impact by estimating asset damage and downtime using damage functions (% of asset value) and business interruption metrics for the hazards. These impacts were then translated into estimated impact on financial metrics (e.g., capital expenditures (CapEx) for repair, operating expenditures (OpEx) for interruption, revenue loss). These results were then summarized into portfolio-level exposure and potential losses under different scenarios, crafting financial impact ranges within each scenario.

For transition risks, we mapped the policy and legal, market, technology, and reputation shifts under a net-zero scenario, prioritizing the key transition risks. We then determined the business implications of each risk (e.g., compliance costs, lost investor support) and translated these implications into financial metrics (e.g. OpEx for compliance costs, revenue loss). To aggregate results, we combined these drivers of transition risks into a total transition cost pathway under a net-zero scenario.

3.4 Strategy to Manage Environmental Risks and Capture Opportunities

An integrated environmental stewardship perspective helps ensure that mitigation and adaptation actions reduce overall environmental risk rather than shifting pressures from one domain to another. Our climate and nature strategies are articulated separately, but we increasingly prioritize actions that deliver co-benefits across climate and nature and explicitly consider potential trade-offs where they may arise.

Climate Strategy at BMS

Execution of our long-term environmental stewardship strategy to achieve our SBTi approved targets will include the prioritization and implementation of decarbonization initiatives. Our process to address Scope 1 and 2 emission reduction includes conducting energy audits, engaging in engineering studies, and identifying new opportunities for decarbonization and expanding existing initiatives. In 2025, we built a decarbonization roadmap to outline our pathway to achieving our Scope 1 and 2 targets. Informed by our GHG inventory, we identified key levers for Scope 1 (implementing energy efficiency to minimize demand for cogeneration (Cogen), transitioning to heat pumps, electrifying assets to reduce fossil fuel consumption) and Scope 2 (implementing energy efficiency to reduce electricity consumption, using virtual power purchase agreements (VPPAs) to support renewable energy development). The roadmap takes into account potential network and business changes. The roadmap identified the estimated investment needed to reach our targets, as the overall glidepath will primarily rely on large capital projects at key sites, including energy efficiency and electrification projects, VPPAs, electric vehicle (EV) fleet transition, and site upgrades. This will inform how our strategy evolves to accommodate this transition, allowing us to scale investment in new initiatives as we implement while ensuring our business remains agile and resilient in the market.

Contributing to our near-term and net zero targets approved by the SBTi, we have an ambitious target to procure 100% renewable electricity in our operations by 2030. We expect to achieve our target by building on our current renewable energy portfolio and prioritizing additionality of new renewables as our main strategy. We signed our first VPPA in 2021 for 60 megawatts (MW) at the Cattlemen Solar Park in Texas, which went live in 2024, Our second was signed in 2023 for 145 MW at the Blevins Solar Project Texas, which went live in April 2026. These two projects will account for 100% of our North American purchased electricity, which currently makes up more than three quarters of our global purchased electricity footprint. In 2025, our facilities in Germany, Ireland, Italy, the Netherlands and Switzerland all procured 100 percent of their electricity from renewable sources. In addition to purchased renewable energy, our solar photovoltaic (PV) footprint includes PV arrays installed in New Jersey locations and the United Kingdom. We are also focused on our commercial vehicles and the transformation to 100% EVs by 2040. To this end, we currently manage an on-site EV charging network across multiple facilities in the United States. We are enhancing energy efficiency across our operations, with initiatives like heat pump conversion, chiller plant optimization and boiler upgrades, which have yielded energy and cost savings. Many of our energy efficiency and electrification initiatives also support nature resilience – co-benefits such as reducing cooling-related water demand and lowering upstream water and ecosystem impacts associated with fossil-based power generation are increasingly considered when prioritizing investments.

We achieved a 15% reduction in Scope 1 and 2 emissions between 2022 and 2025, bringing us to approximately 27% completion of our Scope 1 and 2 target for 2033, largely through the institution of VPPAs and network changes through sites closing. We plan to closely monitor these evolutions and prioritize our Scope 1 and 2 roadmap actions to stay on track to achieving our near-term target.

We began developing our Scope 3 decarbonization roadmap in late 2025, identifying key areas of action within our current footprint and gauging the impact of our planned initiatives. Scope 3 is the largest contributor to our total GHG emissions but also presents the biggest opportunity. Purchased goods & services (PG&S), as well as upstream transportation and distribution are two

primary hotspots that will inform our Scope 3 decarbonization strategy.

Successfully reducing our Scope 3 footprint, particularly relative to PG&S, hinges on supplier engagement, sustainable procurement criteria, and insight into the design of business driven decisions that impact product or service needs. BMS has committed to engaging 75% of its suppliers, by emissions, in their development of science-based or science-aligned targets by 2028, covering PG&S, capital goods, and upstream transportation and distribution emissions. Through 2025, 63% of our suppliers by emissions have either set or have committed to develop science-based or science-aligned GHG reduction targets. Moreover, we are considering how life cycle assessment and product carbon footprint efforts can identify and address environmental hotspots across sourcing, manufacturing, and distribution processes, further mitigating the risk of carbon pricing and enhancing sustainability efforts across the value chain. Through these efforts, we will also strive to understand where climate-related supply chain risks and impacts intersect with nature-related considerations (such as water stress and other local dependencies) to inform future engagement priorities.

Key milestones to date include:

- **Supplier engagement strategy:** In late 2024, we launched our BMS Supplier Decarbonization Accelerator as a mechanism to work with suppliers as new regulations come into effect. We leverage industry-leading reporting platforms through our responsible sourcing program to monitor and manage supply chain sustainability risks and performance effectively. This approach ensures that sustainability is a central aspect of the BMS-supplier partnership, emphasizing the importance of working with suppliers who share our commitment to environmental stewardship. Additionally, we engaged our category leads and sustainability champions to track supplier responses and actions. We also developed curriculum to support suppliers still maturing on their decarbonization journey.
- **Differentiated approaches for high-emissions categories:** We initiated pilots and ad hoc projects with suppliers further along the journey and conducted targeted engagement with suppliers in more challenging geographies through direct engagements.
- **Active participation in supplier programs:** We also participate actively in external supplier programs (e.g., The Pharmaceutical Supply Chain Initiative (PSCI), Energize, Secaro's (formerly M2030) Project Activate, My Green Lab's Converge program) and internal supplier programs (e.g., Supplier Decarbonization Accelerator).

In addition to supplier engagement, pilot projects for high-emissions categories, and participation in external supplier programs, we plan to explore how we can integrate environmental stewardship into packaging design and product development, and progress our supplier education efforts to work toward our net zero ambition. To address Scope 3 emissions from upstream transportation and distribution, we are already advancing initiatives on modal shifts and route optimization, with further opportunities for reduction and cost savings through continued logistics reconfiguration, consolidation, and strategic partnerships with carriers.

Nature Strategy at BMS

Water has traditionally served as the cornerstone of our strategic efforts to mitigate nature-related risks and address dependencies on nature. Responsible water use is central to business resilience, compliance, and reputation. Water stewardship builds outward from site-specific water management, strengthening long-term resilience through improved data, planning, and actions that engage other water users at the basin level. Water stewardship is also a priority area where climate and nature strategies intersect. By reducing water withdrawals and improving efficiency at sites exposed to drought and heatwave, we can mitigate both climate-related physical risks and nature-related dependency risks, strengthening long-term operational resilience.

WATER STEWARDSHIP STRATEGY FOCUS AREAS

1. **Implement water stewardship standards at priority sites in stressed watersheds.** Aligning with Alliance for Water Stewardship standards at BMS facilities located in high-stress watersheds, specifically those classified under World Resources Institute Aqueduct tool. Site-level water stewardship plans are currently under development to guide implementation.

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2. **Reduce direct water footprint through conservation, reuse, optimization, and innovation,** focusing on identifying site-specific opportunities to improve efficiency and reduce freshwater withdrawals through operational changes and reuse strategies.

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3. **Strengthen visibility into the external supply chain water footprint,** building an approach to assess water footprint and water-stress exposure across external manufacturing and priority upstream suppliers that enables more consistent accountability over time.

In 2025, we developed and released an enterprise target to reduce enterprise freshwater withdrawal 20% by 2033, against a 2024 baseline.

The roadmap developed to achieve our 2033 water withdrawal reduction goal will be focused on the following levers:

- **Optimization** (e.g., operational efficiency)
- **Reuse** (e.g., water recycling for non-potable purposes)
- **Decarbonization** (e.g., increasing water efficiency of heating, ventilation, and air conditioning (HVAC) infrastructure as a result of our existing Scope 1&2 roadmaps)

4. Risk Management

4.1 Assessing Climate-Related Risks and Opportunities

We utilize scenario analysis as a tool to understand the potential implications of different climate futures on our operations, assessing the nature, likelihood, and magnitude of risks against a scale developed in collaboration with ERM and ultimately working to bolster business resilience.

Physical Risks

To assess the nature, likelihood, and potential magnitude of physical risks, we generated a synthetic risk score for each assessed risk. This score was generated using three variables: climate hazard, exposure, and vulnerability. Climate hazard score was determined using internal asset-level data alongside climate model scenarios that reflect the SSPs. Exposure values for each leased and owned facility, CMO site, and upstream warehousing site incorporated total exposure value metrics generated by our corporate insurance team using primary data from each specific site to estimate the degree to which the site is exposed to risk. A score of vulnerability was generated based on a combination of desk research, industry benchmarking, and internal stakeholder interviews, providing an understanding of how easily a site could be harmed by the hazard, and how effectively it could adapt to the hazard.

Transition Risks

To assess transition risks, the nature, likelihood, and potential magnitude of the long-list of risks were initially identified using desk research to provide a landscape of policy, market, technology, and reputation risks that our business could be exposed to in a low-carbon scenario. Each of these risks was assessed for its potential impact and likelihood using a "high", "medium", and "low" scale. "High" potential impact was assigned to risks that could substantially affect our input costs, product development, or ability to execute climate transition. "Medium" potential impact was assigned to risks that could create measurable cost or operational disruption, but not on a systemic scale. "Low" potential impact was assigned to risks that are peripheral to and do not directly impact our core commodities, geographies, or business model. Our assessment of likelihood used the IPCC 1.5°C Warming Scenario SSP1-1.9 and NGFS 1.5° Orderly Scenarios (Low Demand and Net Zero 2050). "High" likelihood was applied to risks that are structurally assumed in a 1.5°C transition (near-universal carbon pricing, mandatory disclosure, etc.). "Medium" likelihood was applied to risks that would be possible and emerging in 1.5°C, but implementation or adoption of the drivers would vary by geography or consumer group. "Low" likelihood was applied to risks that are not central to a 1.5°C transition pathway or depend on technologies and policies that are not yet mature. Transition risks were prioritized using qualitative discussion with a broad range of internal stakeholders, including representatives from finance, corporate insurance, business continuity management, compliance, sustainability, procurement, logistics, communications, and commercial teams.

4.2 Assessing Nature-related Impacts and Dependencies

Our assessment of nature-related impacts and dependencies within our value chain identified where our business interacts with nature across our direct operations and upstream raw material and ingredients. The second phase of the assessment (the "Evaluate" phase of the LEAP approach) focused on current pressure on nature and state of nature to assess relative significance of the dependencies and impacts identified during the "Locate" phase. As we continue to mature our nature strategy, we intend to consider how nature can be incorporated into future scenario analyses to enable more strategic decision-making in managing nature-related impacts and dependencies.

Evaluate: Assessing the Significance of Impacts

The "Evaluate" step assessed how our activities contribute to nature impacts and their relative significance by combining pressure intensity with local ecosystem sensitivity.

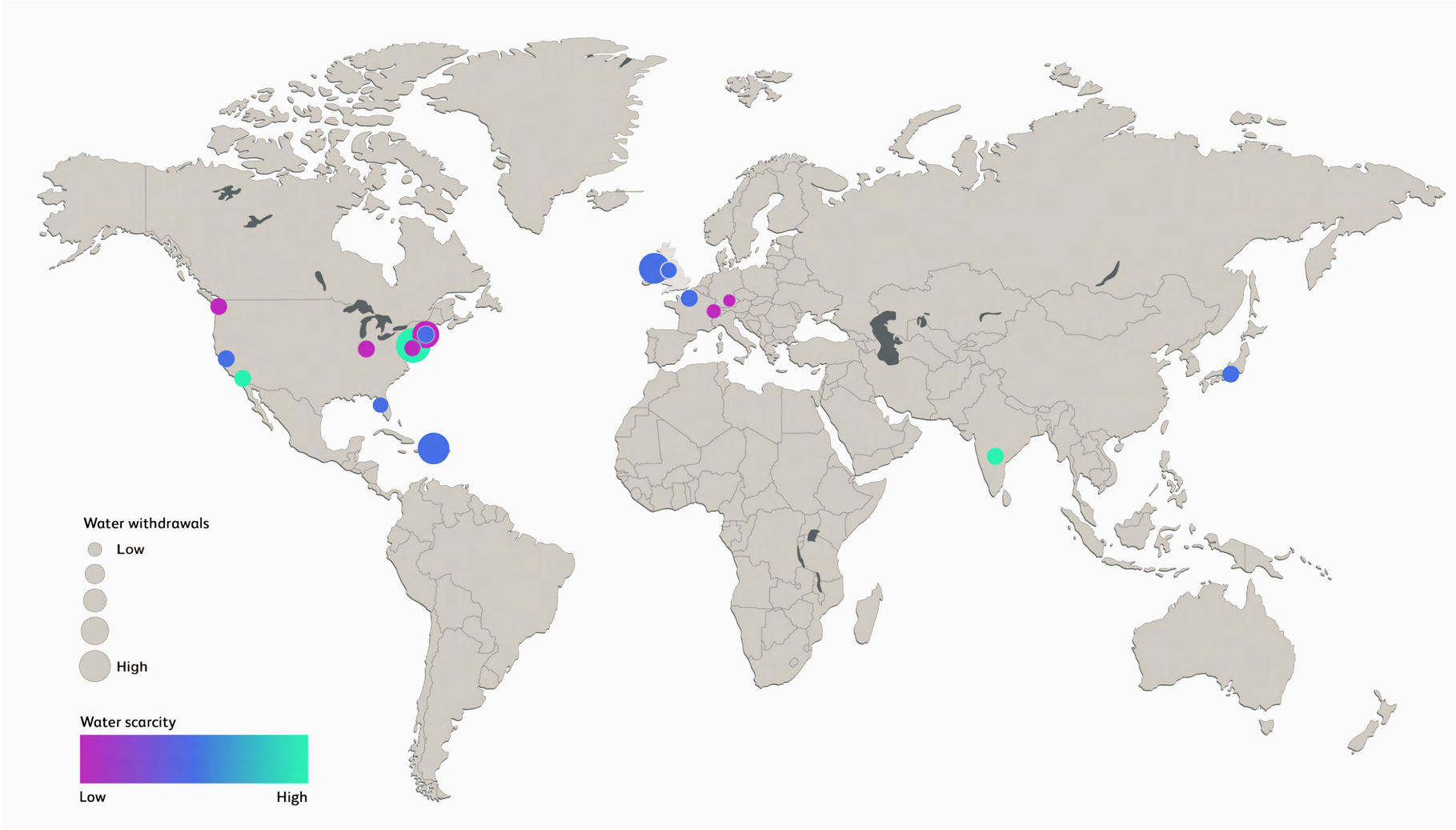
- **Pressure indicators:** Activity data (e.g., volumes of purchased goods, on-site water use and discharge, energy consumption) were translated into pressures on nature across four TNFD-relevant categories: land use and land conversion (for upstream sourcing only), water withdrawals, and water pollution. Indicators were selected for robustness, spatial consistency, and relevance to pharmaceutical value chains.
- **Priority index:** Pressure results were normalized and combined with local State of Nature scores to reflect ecosystem vulnerability, recognizing that identical activities can have very different implications depending on location. This approach produced a priority index that enables consistent comparison across sites, materials, and indicators by reflecting both the magnitude of pressures and the vulnerability of affected ecosystems, in line with TNFD's focus on impact significance rather than footprint size alone.
- **Hotspot identification:** Hotspots were identified by examining sites and materials that rank highly across multiple pressure indicators and coincide with sensitive ecosystems, revealing where impacts are most concentrated and where intervention may deliver the greatest benefit.
- **Uncertainty management:** Results were transparently characterized as indicative where data gaps exist, with clear recommendations to improve traceability, monitoring, and supplier engagement over time.

BMS Risk Of Water Scarcity Assessment

We mapped the sites with the highest withdrawals with the locations at highest risk of water scarcity (the State of Nature (SoN) for this pressure), to obtain the priority sites.

Nearly 1/3 of our sites are in basins with high or very high water scarcity, represented in turquoise on the map.

This approach will enable BMS to identify where resource towards business resilience may be activated. Interventions can be approached from two angles: (1) reducing water withdrawals at high-pressure sites to lessen impacts and dependencies on freshwater, and (2) engaging in collective action to replenish and restore depleted basins, improving overall watershed health and resilience.



4.3 Processes for Managing Environmental Risks

To address the potential financial risks associated with priority physical and transition risks, we are evaluating a range of potential mitigation actions, in addition to those already outlined in our Scope 1 and 2 decarbonization roadmap. These initiatives include strengthening governance, data, and response systems; improving operational and logistics performance; enhancing facility resilience through infrastructure upgrades, back-up systems, and contingency planning; further developing our responsible sourcing strategy; reinforcing procurement resilience through supplier diversification, regional sourcing, and improved logistics planning; and product and process innovation aimed at accelerating low-carbon product design and sustainable R&D practices.

We also engage with industry, civil society, and public sector stakeholders to support collective environmental risk management. Our employees around the globe serve on business associations related to our environmental stewardship commitments, including PSCI, Wildlife Habitat Council, and World Environment Center. In our effort to pursue our mission, we also engage legislators and government leaders to allow for informed and balanced decision-making in regard to policies that may impact our ability to deliver life-extending and life-enhancing medicines to patients. Learn more about our approach to policy and advocacy engagement and political contributions here.

4.4 Integration into Enterprise Risk Management

Our proactive, intelligence-driven risk management model ensures that we systematically connect data, analytics and insights across the enterprise to anticipate and address risk, including those related to climate and nature.

Our processes include risk identification, monitoring and mitigation as well as incident management related to employee and environmental protection, facilities and assets, products, compliance, reputation and communications.

The Enterprise Risk Committee (ERC) oversees our ERM process with established cross-functional responsibilities for risk management. In that role, it oversees legal and regulatory compliance, upholds our principles of integrity and provides ongoing updates to our leadership team and Board regarding our company's enterprise risk profile and risk mitigation strategies.

This proactive approach to risk management not only protects our operations but also creates value for all stakeholders, including our patients, employees, and global communities. The insights gained from our climate risk assessments are are intended to include emerging climate and nature risks and trends to be considered as part of our ERM process. Simultaneously, we regularly assess current and emerging climate- and nature-related legislation to ensure our assessments meet mounting regulatory needs.

5. Metrics and Targets

5.1 Environmental Metrics

GHG Emissions (mt CO2e)

Our GHG emissions are calculated using widely accepted standards and guidance, including (but not limited to): The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), The Greenhouse Gas Protocol: Scope 2 Guidance, The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard, Technical Guidance for Calculating Scope 3 GHG Emissions, SBTi Corporate Net-Zero Standard (version 1.2), and the RE100 Technical Criteria. We use an operational control approach for our worldwide operations. For Scope 1, we calculate emissions based on stationary combustion, mobile combustion, fugitive emissions, process emissions, and onsite owned renewable energy. We calculate both location-based and market-based figures for Scope 2 emissions.

We report Scope 3 emissions in the following categories:

- **Category 1 (PG&S), Category 2 (Capital goods):** This category includes all upstream (i.e., cradle-to-gate) emissions from the production of products purchased or acquired by BMS in the reporting year. BMS uses a hybrid approach to calculate emissions by collecting supplier provided data or data from those that participate in our CDP Supply Chain program. For the remaining suppliers total spend data, the Comprehensive Environmental Data Archive (CEDA) factors are used to calculate emissions.
- **Category 3 (Fuel and energy-related activities):** This category includes emissions related to the extraction, production and transportation of fuels and energy purchased and consumed by BMS in the reporting year that are not included in scope 1 or scope 2.
- **Category 4 (Upstream transportation and distribution):** This category includes emissions from the transportation and distribution of our products that are purchased or acquired in the reporting year in vehicles and facilities not owned or operated by BMS. BMS uses a hybrid approach the same as Category 1 and 2.
- **Category 5 (Waste generated in operations):** This category includes emissions from third-party disposal and treatment of waste that is generated in the reporting company's owned or controlled operations in the reporting year.
- **Category 6 (Business Travel):** This category includes emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars. We use a hybrid approach for estimating business travel emissions. For air travel, we use the distance-based method. For all other business travel, we use the spend-based method, applying CEDA emission factors to the travel spend.

- **Category 7 (Employee commuting):** This category includes emissions from the transportation of employees between their homes and their worksites. We use employee location for this calculation.
- **Category 9 (Downstream transportation and distribution):** This category includes emissions from transportation and distribution of products sold by BMS, but not contracted or paid for by BMS. We use the distance-based method for calculating the transportation emissions.
- **Category 12 (End-of-life treatment of sold products):** This category includes emissions from the waste disposal and treatment of the products sold by BMS. We use the waste-type-specific method for calculating emissions for the treatment of product packaging and secondary or tertiary packaging.
- **Category 15 (Investments):** This category includes scope 3 emissions associated BMS' investments in the reporting year, not already included in scope 1 or scope 2. We use the investment-specific method to calculate emissions.

Categories 8, 10, 11, 13, and 14 were deemed not relevant to BMS. See our most recent CDP Response for more.

Emissions (CO_2e)[1,2]	2022	2023	2024	2025
Total Scope 1 GHG Emissions[3,4]	207,605	213,510	199,170	210,246
Scope 1 Stationary Combustion GHG Emissions	176,207	175,981	167,019	177,168
Scope 1 Mobile Combustion GHG Emissions	27,881	31,136	27,728	27,681
Scope 1 Fugitive GHG Emissions	3,517	6,393	4,423	5,397
Total Scope 2 Location-Based GHG Emissions[3]	119,782	117,052	119,679	120,791
Total Scope 2 Market-Based GHG Emissions[3]	113,717	112,593	67,508	64,264
Total Scope 1 and Scope 2 (Market-Based)[3,4]	321,322	326,103	266,679	274,510
Total Scope 3 GHG Emissions	1,989,923	1,939,962	1678764	1,569,246
Category 1 – Purchased Goods and Services[3,5,6]	1,494,301	1,473,122	1,170,470	1,137,857
Category 2 – Capital Goods[3,5]	29,059	31,525	20,641	21,123
Category 3 – Fuel- and Energy-Related Activities[3]	72,778	70,761	68,452	70,964
Category 4 – Upstream Transportation and Distribution[3,5,6]	182,142	121,740	166,639	121,335
Category 5 – Waste Generated in Operations[3]	4,188	4,183	4,428	3,597
Category 6 – Business Travel[3,7]	60,460	86,486	84,071	65,116
Category 7 – Employee Commuting / Work from Home[3]	58,203	56,864	55,633	37,119
Category 9 – Downstream Transportation and distribution[3]	3,746	5,791	2,403	2,376
Category 12 – End-of-Life Treatment of Sold Products[3]	3,348	3,451	3,672	2,867
Category 15 – Investments[3]	81,699	86,040	102,355	106,892
Biogenic Emissions (Market-Based) CO2 Only[3]	5,455	5,409	4,922	4,404
Total Value Chain (Scopes 1, 2 & 3) GHG Emissions	2,311,245	2,266,065	1,945,443	1,843,755

We conduct ongoing analysis of our environmental data to ensure alignment with our established standards of data excellence, as well as regulatory bodies and frameworks.. In 2025, this process resulted in the restatement of 2022–2024 figures to account for portfolio divestitures, an expanded reporting boundary, and revised methodologies associated with the implementation of a new carbon accounting tool.

[1] Totals may not equal the sum of individual values due to rounding of figures
[2] Due to the expanded boundary, totals include energy and emissions data that has been estimated for facilities without activity data
[3] Metric included in 2025 External Data Assurance
[4] 2025 metric reflects a slight increase in year-over-year Scope 1 and 2 emissions due to increased demand in natural gas consumption
[5] 2025 metric reflects a reduction in emissions due mainly to reduced year-over-year procurement spend
[6] 2025 metric reflects a reduction in emissions partially due to collection of activity data through supplier engagement and CDP Supply Chain responses
[7] 2025 metric reflects a reduction in emissions due to reduced commercial air travel

Energy (MWh)[1,2]	2022	2023	2024	2025
Total Energy Consumption[3]	1,450,477	1,493,340	1,406,314	1,470,753
Total Non-Renewable Energy Consumption	1,420,633	1,454,922	1,228,893	1,289,279
Fossil Fuels (Natural Gas, Propane, Oil, Diesel, Gasoline)	1,066,506	1,100,778	1,034,659	1,095,932
Purchased Electricity	351,390	351,182	190,491	189,947
Biomass	2,738	2,962	3,743	3,400
Total Electricity				
Percentage of Electricity from Grid	92%	90%	52%	51%
Percentage of Electricity from Renewable Sources	8%	10%	48%	49%
Total Renewable Energy Consumption	29,844	38,418	177,421	181,473
Self-Generated Renewable Electricity	120	1,627	1,274	1,093
Purchased or Acquired Renewable Electricity	29,724	36,792	176,147	180,380

Water (m3) and Waste (mt)

Our Water and Waste metrics are calculated using widely accepted standards and guidance, including (but not limited to): GRI 303: Water and Effluents, GRI 306 (Waste), CDP Water Security, The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), The Greenhouse Gas Protocol: Scope 2 Guidance, The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard, Technical Guidance for Calculating Scope 3 GHG Emissions, SBTi Corporate Net Zero guidance.

Water (m3)[1,4]	2022	2023	2024	2025
Total Water Withdrawal (Activity + Estimate)[3]	2,771,670	2,803,353	2,829,717	2,895,286
Groundwater (Activity)	33,998	81,003	281,112	270,550
Gray Water / Recycled Sources	—	—	—	—
Third Party / Municipal (Activity)	2,324,884	2,290,646	2,243,744	2,272,373
Total Water Discharge (Activity + Estimate)[3]	1,579,296	1,563,616	1,938,030	1,994,786
Amount of Water Recycled	—	—	—	—
Total Water Consumption (Activity + Estimate)	1,192,374	1,239,737	891,687	900,500

Waste (mt)[1,5]	2022	2023	2024	2025
Total Waste (Activity + Estimate)	11,775	11,062	10,682	10,795
Total Recycled / Reused (Activity)	3,658	3,053	3,447	3,350
Total Waste to Landfill / Disposed (Activity)	2,816	1,610	1,790	1,181
Total Non-Hazardous Waste (Activity + Estimate)	9,978	8,424	8,202	7,959
Recycled / Reused	3,623	3,026	3,356	3,337
Landfill	2,816	1,610	1,790	1,181
Composted / Digested	—	622	247	360
Incineration (with energy recovery)	883	847	1,655	1,563
Incineration (no energy recovery)	241	363	431	473
Other Recovery	222	272	125	204
Food Donations	—	—	—	—
Estimated Non-Hazardous Waste	2,194	1,683	600	842
Total Hazardous Waste (Activity + Estimate)	1,797	2,638	2,480	2,837
Recycled / Reused	35	27	91	13
Landfill	—	—	—	—
Incineration (with energy recovery)	100	359	172	265
Incineration (no energy recovery)	1,038	1,275	1,330	1,576
Other Recovery	333	580	205	277
Estimated Hazardous Waste	290	398	682	705

[1] Totals may not equal the sum of individual values due to rounding of figures
[2] Due to the expanded boundary, totals include energy and emissions data that has been estimated for facilities without activity data
[3] Metric included in 2025 External Data Assurance
[4] Due to the expanded boundary, totals include water withdrawal and water discharge data that has been estimated for facilities without activity data
[5] Due to the expanded boundary, totals include hazardous and non-hazardous waste data that has been estimated for facilities without activity data

5.2 Environmental Stewardship Targets and Performance

At BMS, we are dedicated to understanding and minimizing our environmental impact because it makes sense for our long-terms business objectives and as part of our broader commitment to environmental stewardship and responsible business practices. Our metrics and targets are essential tools in this endeavor, enabling us to track our progress in reducing our environmental footprint and effectively manage the priority risks we face. In 2024, we strengthened our commitment through the approval of our near-term and net zero targets by SBTi, which provides a rigorous framework for setting and achieving emissions reduction targets in line with the latest climate science. These commitments are science-based and consistent with limiting global warming to 1.5°Celsius, in line with the Paris Agreement as well as the IPCC findings to to halve global emissions by ~2030 and reach net-zero by mid-century. We acknowledge that achieving these targets requires strong engagement with suppliers and the broader value chain. While the near-term milestone is set for 2033 (slightly later than the global 2030 reference year), the ambition and scale of reductions are fully in line with Paris-aligned decarbonization pathways. As we move forward, we are committed to refining and expanding our metrics and performance targets when appropriate.

GHG emissions included in targets scope include carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), and hydrofluorocarbons (HFCs). Our GHG emissions are calculated using the operational control method for our global operations. Our environmental stewardship commitment extends beyond our SBTi approved targets that specifically demonstrate progress on reducing GHG emissions throughout our value chain. These additional targets provide further context for our decarbonization efforts, as well as priority nature impacts.

Our Environmental Stewardship Goals

		Progress Towards Goals
2028	Engage 75% of our suppliers by emissions[1] in their development of science-based and science-aligned targets	84%
2033	Reduce absolute Scope 1 and 2 GHG emissions 54.6% from a 2022 baseline year	27%
2033	Reduce absolute Scope 3 GHG emissions from fuel and energy-related activities (FERA) 54.6% by 2033 from a 2022 baseline year	5%
2050	Reach Net-Zero GHG emissions across our value chain	22%

GOALS APPROVED BY THE SCIENCE BASED TARGETS INITIATIVE (SBTI)

		Progress Towards Goals
2030	Procure 100% of purchased electricity from renewables	48%
2033	Reduce freshwater withdrawal by 20% from a 2024 baseline year	Goal introduced in 2026, progress will be updated in future reports
2040	Transform to 100% electric vehicles in our commercial fleet	5%
2040	Implement water stewardship across our operations	Aligned with AWS standards across our high water stress facilities.
2040	Achieve zero operational waste to landfill[2]	87%

1 Covering purchased goods and services, capital goods and upstream transportation and distribution
2 Defined as 90% diversion rate across the facilities where we have activity data (estimated data not included)

6. Looking Forward

As we look to the future, we remain steadfast in our commitment to advancing a more integrated and holistic approach to environmental stewardship. We are proud of the progress we have made, particularly in strengthening the rigor of our climate risk assessments, defining our Scope 1 and 2 decarbonization roadmap, and deepening our understanding of our nature dependencies and impacts. Furthermore, we are proactively preparing for evolving regulatory reporting standards to ensure we comply with global environmental policies and regulations.

We remain dedicated to advancing our efforts in nature and climate change, ensuring that our operations are robust and resilient. Future priorities include improving upstream data and traceability for key raw materials, expanding resilience planning for climate and nature hotspots such as water-stressed basins, and progressively incorporating combined climate and nature drivers into scenario analysis. This continued evolution will support more informed capital allocation, supplier engagement, and long-term resilience planning. By enhancing the resilience of our operations against environmental risks, we are fortifying our business to help ensure the safe, uninterrupted delivery of our medicines to our patients.

Next Steps for Nature at BMS

The “Locate” and “Evaluate” steps provide a robust, TNFD-aligned foundation for our nature strategy. The insights from this initial assessment will allow us to prioritize material nature-related impacts, identify key data gaps to inform our efforts to gain further visibility across the value chain, and begin to inform a holistic risk management strategy that considers impacts, dependencies, and risks across climate and nature.

Forward-Looking Statements and Other Information

This report contains statements about Bristol Myers Squibb’s (“BMS,” “we,” “our,” “us” or “the company”) future plans and prospects that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. This report also contains certain forward-looking statements, including statements regarding our aspirational corporate social responsibility and environmental, social and governance targets, goals, objectives, commitments and programs and other business plans, initiatives and objectives.

These statements are typically accompanied by the words “anticipates,” “believes,” “estimates,” ”expects,” “forecasts,” “intends,” “plans,” “projects,” “may,” “will,” “should,” “would,” “could” or other similar expressions. Such forward-looking statements are based on our current expectations and projections about future goals, plans and objectives, and involve inherent risks, assumptions and uncertainties, including internal or external factors that could delay, divert or change any of them in the next several years, and could cause our goals, plans and objectives to differ materially from those expressed in, or implied by, the statements.

All statements that are not statements of historical facts are, or may be deemed to be, forward-looking statements. Actual results may differ materially from those expressed in, or implied by, these statements as a result of various

important factors, discussed in the company's most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q, as well as applicable Current Reports on Form 8-K.

These documents are available on the U.S. Securities and Exchange Commission's (SEC's) website, on the company's website or from Bristol Myers Squibb Investor Relations. No forward-looking statements can be guaranteed. 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.

In addition, any forward-looking statements included herein are presented only as of the date hereof. Except as otherwise required by applicable law, the company undertakes no obligation to publicly update any of the provided information, whether as a result of new information, future events, changed circumstances or otherwise.

This report covers BMS' business and does not address the performance or operations of our suppliers, contractors or partners. The objectives, plans, targets and commitments are aspirational; as such, no guarantees or promises are made that they will be met or successfully executed. Furthermore, data, statistics and metrics included in this report are non-audited estimates, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision.

This report uses certain terms including those that GRI or SASB refer to as "material" to reflect the issues or priorities of BMS or its stakeholders. Used in this context, however, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities or other laws or as used in the context of financial statements and reporting.

7. External Data Assurance Statement

INDEPENDENT LIMITED ASSURANCE STATEMENT

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To: The Stakeholders of Bristol Myers Squibb Company

Introduction and objectives of work

Apex Companies LLC (Apex) has been engaged by Bristol Myers Squibb Company (Bristol Myers Squibb) to provide limited assurance of select environmental data to be incorporated into its external corporate reporting activities. This independent assurance statement applies to the related information included within the scope of work described below.

This information and its presentation are the sole responsibility of the management of Bristol Myers Squibb. Our sole responsibility was to provide independent assurance on the accuracy of information included.

Scope of work

The scope of our work was limited to assurance over the specific data presented below for the period January 1, 2025 to December 31, 2025 (the 'Subject Matter'). Our assurance does not extend to any other information reported by Bristol Myers Squibb.

Bristol Myers Squibb requested Apex to provide assurance of the following:

- Direct Greenhouse Gas (GHG) emissions (Scope 1) associated with manufacturing and R&D facilities, global sales vehicle fleet, distribution centers, and offices
- Indirect GHG emissions (Scope 2) associated with manufacturing and R&D facilities, distribution centers, and offices
- GHG emissions (Scope 3) associated with:
  - Purchased Goods and Services (Market-based)
  - Capital Goods (Market-based)
  - Fuel and Energy-Related Activities (Market-based)
  - Upstream Transportation and Distribution
  - Waste Generated in Operations
  - Business Travel
  - Employee Commuting
  - Downstream Transportation and Distribution
  - End of Life of Sold Products
  - Investments
- Biogenic emissions (CO_2 only)
- Total energy consumption
- Total water withdrawal
- Total water discharge

As part of the scope of work, Apex reviewed and evaluated the following:

- Appropriateness and robustness of underlying reporting systems and processes used to collect, analyse, and review the reported environmental information;
- Evaluation of the reported data against Bristol Myers Squibbs' internal reporting procedures; and
- Evaluation of the GHG emissions data against the requirements of the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Accounting and Reporting Standards.

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Reporting Boundaries

The following are the boundaries used by Bristol Myers Squibb for reporting sustainability data:

- Operational Control
- Worldwide Operations

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period;
- CO_2 gas and dry ice used at research and manufacturing facilities.

This limited assurance engagement relies on a risk-based selected sample of sustainability data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other measurement arrangements employed at site level, not addressed as part of this assurance. This independent assurance statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities

This preparation and presentation of the data are the sole responsibility of the management of Bristol Myers Squibb. Apex was not involved in the development, tracking, or reporting of the environmental sustainability data. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Stakeholders of Bristol Myers Squibb.

Assessment Standards

We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. A materiality threshold of ±5-percent was set for the assurance process.

Summary of Work Performed

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of Bristol Myers Squibb;
3. Conducting a site visit to the Bristol Myers Squibb manufacturing facility in Devens, Massachusetts;
4. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
5. Reviewing documentary evidence provided by Bristol Myers Squibb;
6. Agreeing a selection of the Subject Matter to the corresponding source documentation;
7. Reviewing Bristol Myers Squibb systems for quantitative data aggregation and analysis; and,

External Data Assurance Statement (continued)

APEX

8. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

Reported Data

Type	Units	Value
Purchased Fuels (Scope 1)	MWH	1,088,229
Purchased Indirect Energy (Scope 2)	MWH	382,524
Total Energy Consumption (Scope 1 and 2)	MWH	1,470,753
Scope 1 Direct CO2e Emissions	MT CO2e	210,246
Scope 2 Indirect Purchased Energy Location-Based CO2e Emissions	MT CO2e	120,791
Scope 2 Indirect Purchased Energy Market-Based CO2e Emissions	MT CO2e	64,264
Total Scope 1 and Scope 2 Location Based CO2e Emissions	MT CO2e	331,037
Total Scope 1 and Scope 2 Market Based CO2e Emissions	MT CO2e	274,510
Scope 3 CO2e Emissions – Purchased Goods and Services (Market-based)	MT CO2e	1,137,857
Scope 3 CO2e Emissions – Capital Goods (Market-based)	MT CO2e	21,123
Scope 3 CO2e Emissions – Fuel and Energy Related Activities (Market-based)	MT CO2e	70,964
Scope 3 CO2e Emissions – Upstream Transportation and Distribution	MT CO2e	121,335
Scope 3 CO2e Emissions – Waste Generated in Operations	MT CO2e	3,597
Scope 3 CO2e Emissions – Business Travel	MT CO2e	65,116
Scope 3 CO2e Emissions – Employee Commuting	MT CO2e	37,119
Scope 3 CO2e Emissions – Downstream Transportation and Distribution	MT CO2e	2,376
Scope 3 CO2e Emissions – End of Life Treatment of Sold Products	MT CO2e	2,867
Scope 3 CO2e Emissions – Investments	MT CO2e	106,892
Total Water Withdrawal	M3	2,895,286
Total Water Discharge	M3	1,994,786
Biogenic Emissions (CO2 only)	MT CO2e	4,404

MT CO2e = metric ton carbon dioxide equivalent
MWH = megawatt-hour
M3 = cubic meters

Conclusion

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the Subject Matter is not fairly stated in all material respects; and
- It is our opinion that Bristol Myers Squibb has established appropriate systems for the collection, aggregation and analysis of quantitative data

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Statement of Independence, Integrity and Competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Bristol Myers Squibb, its Directors or Managers beyond that required of this assignment. We have conducted this assurance assignment independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of sustainability data.

Attestation:

Jessica Jacobs, Lead Assuror
ESG Program Manager
Apex Companies, LLC

Mary E. Armstrong-Friberg, Technical Reviewer
ESG Senior Program Manager
Apex Companies, LLC

July 2, 2026

This independent assurance statement, including the opinion expressed herein, is provided to Bristol Myers Squibb Company and is solely for the benefit of Bristol Myers Squibb Company in accordance with the terms of our agreement. We consent to the release of this statement to the public or other organizations, but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this statement.