Message from the Chief Executive Officer

Our Mission

TO DISCOVER, DEVELOP AND DELIVER INNOVATIVE MEDICINES THAT HELP PATIENTS PREVAIL OVER SERIOUS DISEASES.

Our Commitment

To our patients and customers, employees, global communities, shareholders, environment and other stakeholders, we promise to act on our belief that the priceless ingredient of every product is the integrity of its maker. We operate with effective governance and high standards of ethical behavior. We seek transparency and dialogue with our stakeholders to improve our understanding of their needs. We take our commitment to economic, social and environmental sustainability seriously, and extend this expectation to our partners and suppliers.

Sustainability 2015 Goals

Our Sustainability 2015 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 BioPharma strategy and to the health and well-being of our global communities.

Commitment

To our patients and customers

- Address focused unmet medical needs to improve health
- Develop and commercialize medicines that address serious diseases
- Improve health outcomes by partnering to strengthen health care infrastructures, services and education
- Increase transparency and access to information on our medicines

To our employees

- Provide a safe and healthy work environment
- Achieve injury and illness rates in top 25 percent of pharmaceutical industry performance, with rates improving
- Achieve a high performing workforce as a recognized employer of choice
- Build and develop a globally diverse leadership and talent pipeline

To our global communities

- Increase key supplier sustainability aligned with our Commitment
- Expand principles of sustainability and performance indicators at key suppliers
- Educate and engage our organization to actively drive progress in environmental and social responsibility
- Increase employee understanding and commitment to implement sustainability initiatives

To our environment

- Improve the environmental footprint of our company
- Reduce total energy use and greenhouse gas emissions by 15 percent
- Reduce total water use by 10 percent

To our shareholders

- Financial benefits, enhanced reputation and risk reduction

As Bristol-Myers Squibb moves forward into its exciting new chapter, I am confident that our next set of comprehensive and global goals—the Sustainability 2020 Goals—will further strengthen our ability to deliver on our mission and fulfill our commitment. This is important. Our patients, employees and communities deserve nothing less.

Giovanni Caforio
CEO, Bristol-Myers Squibb

OUR COMMITMENT IS TO PURSUE OUR MISSION WITH INTEGRITY, TRANSPARENCY AND SUPPORT FOR ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY.

It is with great pride and excitement that we present our 2015 Sustainability Goals Final Report.

Launched in 2010, upon completion of our Sustainability 2010 Goals, our 2015 goals were aligned with our company mission and provided us a platform to take our commitment to economic growth, social responsibility and a healthy environment to the next level, and to do so with integrity and transparency. The goals guided our work. They fueled our success. They benefited our patients, our employees and the communities in which we live and work.

I am pleased to say that we exceeded many of our goals.

FOR OUR PATIENTS, we continued to focus on discovering and developing transformational medicines to meet significant unmet medical needs. We continued to build our research pipeline, launched new medicines and achieved clinical milestones in immuno-oncology and across our specialty portfolio. The Bristol-Myers Squibb Foundation launched two new initiatives— one to expand access to specialty care for vulnerable populations in the U.S. and one to address the high rates of lung cancer across the southern U.S. states. The Foundation also expanded our Secure the Future program to support prevention and care for cervical and breast cancers in women living with HIV in sub-Saharan Africa.

We continued our work to combat hepatitis B and C in China and India, to fight living with HIV in sub-Saharan Africa. And we continued our investments in accelerated leadership development, manager capability and People & Business Resource Groups, all with the goal of empowering our people to pursue innovative ideas and grow in an inclusive and energizing environment.

In addition, we promoted global ‘Make Every Month Safe’ year-long campaigns and placed emphasis on wellness and work/life balance.

As a result, we received recognition as an employer of choice by Working Mother and the National Gay & Lesbian Chamber of Commerce, among others.

FOR OUR COMMUNITIES, we continued to help underserved populations across therapeutic areas around the globe and to benefit the places in which we live and work. Bristol-Myers Squibb continued its participation in the United Nations Global Compact, which addresses human rights, labor, environment and anticorruption. We endorsed the Guiding Principles on Access to Healthcare and issued a new Human Rights Policy for our global operations.

To help preserve the environment, we reduced product packaging by over 5%, our energy consumption by over 12%, greenhouse gas emissions by 19% and water consumption by over 9%. Employees participated globally in annual Go Green Earth Day celebrations at more than 50 sites. We funded installation of 400 water filters in Tanzania, providing clean water to about 100,000 people.

Our strong principles and practices contributed to Bristol-Myers Squibb ranking first on Corporate Responsibility magazine’s 2012 and 2014 lists of “100 Best Corporate Citizens.” Our company was also included in the Dow Jones North America Index of Leading Sustainable Companies and reached number 400 water filters in Tanzania, providing clean water to about 100,000 people.

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TO DISCOVER, DEVELOP AND DELIVER INNOVATIVE MEDICINES THAT HELP PATIENTS PREVAIL OVER SERIOUS DISEASES.
Address focused unmet medical needs to improve health

SUPPLIED MEDICINES TO IMPROVE HEALTH
• 10 key innovative medicines
• 57 countries
• 55 mature products
• 100+ countries

IMPROVED TRANSPARENCY with launch of Access to Medicines web page on bms.com; issued Global Position Statements on Access to Medicines and Pricing; increased awareness of our early patient access to investigational medicines


The first medicine we licensed to the Medicines Patent Pool (MPP) was atazanavir, in 2013, by granting a voluntary license to the Medicines Patent Pool (MPP) to facilitate access to medicines in the developing world [full story below].

Provided grants and giving

INCREASED ACCESS TO OUR MEDICINES
Since 2013, we have been working with the Medicines Patent Pool, a United Nations-backed public health organization, to increase access to our medicines in low- and middle-income countries around the world.

The first medicine we licensed to the MPP was atazanavir, in 2013, by granting a voluntary license and providing technology transfer to sublicense the production and distribution of atazanavir in 110 countries — with populations representing more than 68 percent of people living with HIV/AIDS in the developing world. In 2015, we entered into a first-ever MPP licensing agreement for a HCV medicine, daclatasvir, which would make the medicine available in 112 countries, royalty-free through sublicensed generic manufacturers.

The benefits of both arrangements have been, and will continue to be, dramatic:

10,000 Patients in 6 developing countries will be treated with Daklinza® and sofosbuvir


Green Chemistry

Established GREEN CHEMISTRY symposium and annual award; published manuscripts; funded American Chemical Society Green Chemistry research grants

Developed and refined process GREENNESS SCORECARD to reduce packaging 5% (1,000 tons) due to strategic business decisions; and Ability packaging redesigns which saved: - 340 tons of packaging material/year • $1,350,000/year

-Packaging

Three Logistics Initiatives changing the mode of product shipment from air to ocean: • Reduced CO2 emissions 95% • Lowered annual transportation costs by $7,000,000

Green Chemistry Scorecard

When making sophisticated medicines, one of the challenges is to utilize the safest chemicals and minimize solvent use. We refined a Process Greenness Scorecard, measuring 14 process parameters for small molecule products, and developed a draft scorecard for biologic processes. These scorecards allow our scientists to make the best decisions in developing environmentally benign and sustainable processes.

-90% of the small molecules currently in development have been through the Process Greenness Scorecard. "We can see tenfold improvements with a new process and that’s just for the version used in development," says Dave Leahy, Principal Scientist. "The big payoff is once it’s in commercial production. Every kilo of chemicals saved in development could save a metric ton per year in commercial production..."
Provide a safe and healthy work environment

ACHIEVED CONTINUOUS IMPROVEMENT IN RECORDABLE ACCIDENT AND ILLNESS CASE RATE (-24.7%) and days away from work case rate (-27.3%) through 2015 based on three-year rolling average

ACHIEVED PERFORMANCE IN THE TOP 25% FOR RECORDABLE CASE RATE among similar companies based on most recently available industry data (2014) from U.S. Bureau of Labor Statistics

Promoted continuous global ‘MAKE EVERY MONTH SAFE’ campaign with quarterly focus topics [full story below]

Established companywide electronic INCIDENT MANAGEMENT & REPORTING SYSTEM

IMPLEMENTED SAFETY TRAINING OBSERVATION PROGRAM for supervisors in Global Manufacturing & Supply Division

Emphasized ‘CULTURE OF SAFETY’ in CEO video messaging, senior management communications and employee multimedia safety contests [full story below]

THINK SMART, WORK SAFE

The Make Every Month Safe campaign, launched in 2011, helped to build a culture of safety and wellness at work and at home. This has further developed into a THINK SMART, WORK SAFE campaign, with themes of Learn, Share and Act.

The program empowers Bristol-Myers Squibb employees to share engagement in personal safety accountability and contribute to our ever-improving safety culture.

‘CULTURE OF SAFETY’ PROMOTED

We’ve discovered, one of the best ways to get the message out about safety is to encourage employees to use their creative skills to develop engaging ways to make a point. An EHS video contest began in 2012, produced such viral hits as “Phone Zombies” portraying an employee walking around causing havoc because he was preoccupied by his phone.

The company also encouraged further focus on safety with a video featuring former-CEO Lamberto Andreotti discussing safety, blogs by senior leaders, and a “What I Live For” campaign following the example of the U.S. National Safety Council.

In 2013, we created a GLOBAL DIVERSITY AND INCLUSION COUNCIL (GDIC), responsible for focusing recruitment, developing the company’s culture and driving business performance. “The GDIC is chaired by our CEO, and includes representatives from each of the company’s leadership teams and diversity councils – a strong statement of our commitment,” says David Gonzales, Head, Global Diversity and Inclusion. The council has been focusing on accelerating leadership development of under-represented ethnic, gender and disability groups, with an emphasis on diversity bias, engaging men as allies in promoting gender equality, and creating a culture of inclusion and agility to drive global innovation and superior business results. Strengthening the company’s culture of inclusion by making sure employees are well versed in appropriate behaviors is also a priority. In 2015, nearly 100% of employees in the company took bias-related awareness and education training.

ACHIEVE A HIGH PERFORMING WORKFORCE

As a recognized employer of choice

RECOGNIZED EMPLOYER OF CHOICE

A comprehensive listing can be found on the inside back cover of this brochure

DEVELOPED AND IMPLEMENTED OUR PEOPLE STRATEGY to cultivate great managers and leaders, enhance global diversity and inclusion, foster rewarding careers, build our talent, and create an energizing work experience

INVESTED IN CREATING AN ENERGIZING WORKPLACE by expanding use of Open Office Space/ Virtual Working/Flexible Working Arrangements

ESTABLISHED HEALTH & WELLNESS PROGRAMS: Know your numbers (U.S. only), fitness centers and walking trails at some locations (global)

myVoice Annual Survey

In 2015, employees gave Bristol-Myers Squibb some of the most favorable ratings it had ever received on the annual all-employee survey. Results improved by more than 10% on pride in Bristol-Myers Squibb and as a great place to work, and exceeded external Mayflower benchmarks on overall employee engagement.

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PEOPLE AND BUSINESS RESOURCE GROUPS ENGAGE EMPLOYEES AND REPRESENT THE DIVERSE PERSPECTIVES of our workforce. Currently, there are seven resource groups – open to all employees worldwide that focus on activities to foster understanding and inclusion in the Bristol-Myers Squibb workplace.

The groups provide opportunities for employees to network and continue their professional growth and development. Our People and Business Resource groups have become more tightly tied to our business purpose with three-year business plans, and new reporting responsibility to the Global Diversity and Inclusion Council. In addition, the company has taken the groundbreaking step of hiring full-time leaders for two of the groups, BOLD (Black Organization for Leadership and Development) and B-NOW (Bristol-Myers Squibb Network of Women) from within the company. With dedicated leadership, the company is committed to enhancing engagement with these groups.

Bristol-Myers Squibb

HAS LONG BEEN RECOGNIZED AS A GREAT PLACE TO WORK. As the company has evolved, our recognition by external groups broadened as well. “The good news is we’ve been able to sustain the awards that we’ve had historically but then go into new spaces that tie to engagement,” says Monica McKee, Vice President, Human Resources. “THE GREAT PLACE TO WORK® INSTITUTE recently recognized Bristol-Myers Squibb locations in Austria, Brazil, Mexico, Poland and Switzerland.”
Increase key supplier sustainability aligned with our Commitment

Complete CDP (Carbon Disclosure Project) Survey with 50+ suppliers representing more than $1.4 billion in company spending.

Achieved position as CDP S&P 500 Climate Disclosure Leader.

Participated as Board Member of Pharmaceutical Supply Chain Initiative and in Joint Audit and Supplier Capability Programs which streamlined audit requirements for industry suppliers.

Started Audit Process for Labor & Integrity at third party manufacturers.

Increased efforts to mitigate risk in critical suppliers through “PRAM.”

Introduced Third Party Standards of Business Conduct and Ethics language for supplier contracts.

LOKXESS: the preferred logistics provider for Bristol-Myers Squibb in Germany, made various improvements to reduce energy and material consumption for cold chain transportation and bubble wrap. They also installed solar panels on their roof covering 50% of their energy demand.

Collaborated with R&D suppliers on sustainability initiatives to reduce packaging/shipping materials using totes and reusable pallets.

Increased Communication and Engagement through various communications channels: events, presentations, guest speakers, videos, podcasts, social media, interactive discussions, country-level corporate responsibility reports, to name a few.

Issued Reports: Sustainability 2015 Goals Mid-Term Progress and biennial Foundation/Corporate Social Responsibility.

Bristol-Myers Squibb joined the United Nations Global Compact.

Employee Survey Results on company progress in social and environmental responsibility improved by over 3% with a 71.3% favorable rating.

Commenced Green Labs: Employees across the company are regularly presented with new opportunities to go green at work and at home. Events include annual Earth Day celebrations globally with participation across more than 50 sites, featuring community clean-ups, fairs, tree planting, seed giveaways, lighting fairs and presentations. Events have included information on topics such as green cars, composting, planting trees and ways to reduce energy use at home. Also, the company has encouraged observance of Earth Hour, an event that involves turning off all unnecessary electrical appliances between 8:30 and 9:30pm on the last Saturday of March, to help raise awareness.

In October, Energy Awareness Month is celebrated at some locations with lighting and energy fairs where employees can purchase energy efficient light bulbs at reduced prices, or learn about more sustainable learning environments.

SPONSORED PARTICIPATION OF YOUNG COMPANY LEADERS in One Young World Forums.

Competed a materiality assessment with broad cross functional participation.

Go Green Network Activities included reducing energy, water and waste in the workplace, actions on styrofoam reduction in cafeterias, composting pilots, reusable cups/mugs.

Promoted creation of green schools fellowship to help New Jersey school districts create healthier, more sustainable learning environments.

It makes us more comfortable with a supplier knowing that they have a robust process to address any issues,” says Nauman Khan, Director, Global Procurement Operations. “Typically, we will work with a key supplier to improve their practices if necessary. This is not just something nice to have, it needs to be a strategic imperative going forward.”

“Making sustainability a core part of our culture is essential for the long-term success of our business and our planet,” says John Murray, Lawrenceville Facilities Site Director.

The survey, which raises awareness of opportunities in reducing energy and water use, is now in its fifth iteration and more than half of our labs have taken it at least once. Results are rated from Aspiring to Platinum; currently there are 16 Aspiring, 270 Certified, 164 Gold, and 37 Platinum labs. Labs that reach Platinum are awarded an appreciation letter and decal from the company’s Chief Scientific Officer.

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In October, Energy Awareness Month is celebrated at some locations with lighting and energy fairs where employees can purchase energy efficient light bulbs at reduced prices, or learn about more sustainable learning environments. Lighting fair results are just one example of the impressive impact the events are having.

In 2015, employee-fans in the U.S. resulted in:

- 4,220+ energy efficient light bulbs purchased
- 537,000 pounds of CO2 emissions reduced
- $687,000 net cost savings

Educate and engage our organization to actively drive progress in environmental and social responsibility.

The Pharmaceutical Supply Chain Initiative (PSCI) is an organization we have played a leading role in since 2005. The focus of this initiative is to develop a consensus set of expectations for suppliers working with the pharmaceutical industry.

Bristol-Myers Squibb was a founding member, and on the original board of directors; 21 major pharmaceutical companies are involved today. Informational PSCI conferences held around the world (China in 2014; India in 2015) have been supported by Bristol-Myers Squibb, and were well-attended. New areas of focus for the group have been pharmaceuticals and the environment, labor and ethics.

Reaching out to suppliers and providing guidance is definitely worthwhile. According to Dave Lapinski, EHS Director, Third Party Audit, “I have been to many suppliers multiple times and it’s amazing to see the improvements.”

Green Labs: We endeavor to ensure that all of our laboratories are adopting green practices. To support this initiative, a survey and ratings system was developed to assess how green our labs are, along with ways to improve performance.

The program is intended to recognize and educate our scientists on sustainable lab practices,” says John Murray, Lawrenceville Facilities Site Director.

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Go Green: Bristol-Myers Squibb has a robust process to address the risk in our suppliers by collecting information on subjects ranging from their ability to provide goods or services in the future, to EHS, labor and ethics practices – under a program called Procurement Risk Assessment and Mitigation (PRAM). In addition, we surveyed suppliers from 2013-2015 regarding their carbon footprint, receiving a high response rate.

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Bristol-Myers Squibb selected recognition

Pursuit of our goals has driven integration of sustainability further into the business policies and practices that underpin our commitment to meeting the needs of our patients, employees, communities, and the environment globally. We are proud that our efforts have been recognized by numerous organizations. We could not have achieved this success without the engagement of our employees and leadership of the cross-functional goal teams. We look forward to the future with renewed energy as we begin work on our next set of sustainability goals.

CAROL POWELL
Global Head and Vice President, Environmental, Health, Safety & Sustainability

ACCOMPLISHMENTS TO OUR ENVIRONMENT

Improve the environmental footprint of our company

REDUCED ENERGY USE by 13.1% and TOTAL WATER USE by 19% in spite of significant business growth, while striving to achieve goal of 15% absolute reduction for each.

Implemented over 275 energy and 35 water projects since 2010; focused on chiller plant, steam and HVAC system optimization.

ANNUAL AVERAGE SAVINGS OF $14.5 million.

ENERGY STAR® PARTNER OF THE YEAR

Recognized by U.S. EPA as ENERGY STAR Partner of the Year.

ENERGY AND WATER SAVINGS DISCOVERED

In 2015, bands of employees dressed as pirates participated in treasure hunts at Bristol-Myers Squibb facilities around the world, searching to discover energy and water savings to move us towards our goals.

TREASURE HUNTS

Completed five ENERGY STAR® TREASURE HUNTS globally.

FUNDED INSTALLATION of 400 Hydrosol® Biocat Sand Filters in Tanzania through Global Sustainable Partnerships, providing clean water to about 100,000 people in 18 rural villages.

We could not have achieved this success without the engagement of our employees and leadership of the cross-functional goal teams.

REDUCED TOTAL WATER USE by 9.2% in spite of significant business growth, versus goal of 10% absolute reduction.

ACHEIVED LEED CERTIFICATIONS at two Bristol-Myers Squibb facilities.

Installed a 4MW cogeneration project SAVING 7,300 TONS/YEAR OF CO2.

Bristol-Myers Squibb Germany planned 55,000 trees to offset the CO2 emissions of the sales fleet (about 500 cars).

GREEN BUILDING DESIGN

Leadership in Energy & Environmental Design (LEED) certifications were achieved at our Devens manufacturing facility and ZymoGenetics, a Bristol-Myers Squibb company research facility. Insights gained from designing facilities for ENERGY STAR tools and resources in the areas of energy management programs, in support of environmental protection through superior manufacturing facility and ZymoGenetics, a Bristol-Myers Squibb company research facility.

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ENERGY STAR®

In 2015 and 2016, we received the ENERGY STAR Partner of the Year Award for Corporate Visionary – which are the invention of the ENERGY STAR® tools and resources in the areas of energy management programs, in support of environmental protection through superior manufacturing facility and ZymoGenetics, a Bristol-Myers Squibb company research facility.

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ENERGY MANAGEMENT FROM THE U.S. ENVIRONMENTAL PROTECTION AGENCY.

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ENERGY MANAGEMENT FROM THE U.S. ENVIRONMENTAL PROTECTION AGENCY.
This brochure contains highlights from Bristol-Myers Squibb's online sustainability report. For complete and up-to-date information, visit bms.com/sustainability.

This 2015 Sustainability Report contains certain forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements involve substantial risks and uncertainties that could cause actual results to differ materially from the expectations or estimates reflected in the forward-looking statements.

The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

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