

LOCAL ACTION, GLOBAL IMPACT



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.



TO OUR PATIENTS AND CUSTOMERS

We commit to scientific excellence and investment in biopharmaceutical research and development to provide innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We apply scientific rigor to produce clinical and economic benefit through medicines that improve patients' lives. We strive to make information about our commercialized medicines widely and readily available.

TO OUR EMPLOYEES

We embrace a diverse workforce and inclusive culture. The health, safety, professional development, work-life balance and equitable, respectful treatment of our employees are among our highest priorities.

TO OUR GLOBAL COMMUNITIES

We promote conscientious citizenship that improves health and promotes sustainability in our communities.

TO OUR SHAREHOLDERS

We strive to produce sustained strong performance and shareholder value.

TO OUR ENVIRONMENT

We encourage the preservation of natural resources and strive to minimize the environmental impact of our operations and products.

| TABLE OF CONTENTS |

MESSAGE FROM THE CEO 1

SUSTAINABILITY 2020 GOALS 2-3

PATIENTS 4-11

Global HOPE

Atrial Fibrillation Pilot Project at UNC

Make-A-Wish Foundation

Mobile Lung Screening Unit

Local Action, Global Impact

PEOPLE 12-17

Puerto Rico

Shimane University Hospital

Pediatric Center

Employee Giving Program

Skills-Based Volunteering

Local Action, Global Impact

PLANET 18-23

Sustainable Gardens

Green Energy

Energy Treasure Hunt

Wastewater Solutions

Local Action, Global Impact

PRINCIPLES 24-32

Standards of Business Conduct and Ethics

The Max Foundation Partnership

Clinical Trial Diversity

U.S. Family Leave Program

Patient Engagement Network

Global Diversity & Inclusion

Bristol-Myers Squibb Achievements

WHO ARE YOU WORKING FOR? 33



Chairman and CEO Giovanni Caforio joins patients for a photo during our 2017 Global Patient Week celebration.

| MESSAGE FROM THE CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER |

Improving lives. It's part of our mission to develop and deliver transformational medicines that help people prevail over the most serious diseases. But our responsibility doesn't end there. Important as our mission may be, our responsibility begins with service to patients but goes much further. We must also serve the communities where we live and work.

We can't succeed in our goals alone. Our achievements are only as successful as our partnerships and the sustainability of our practices – in our environmental footprint, in our communities and in the healthcare systems through which our medicines are delivered. This report shares a look at the programs and partnerships we foster to support our approach. Knowing the significant needs for better healthcare, we are committed to helping people gain access to treatment. Through the Bristol-Myers Squibb Foundation's partnership with Texas Children's Hospital and government officials in southern and east Africa, we launched the most comprehensive healthcare system for pediatric cancer patients in Africa.

Our people are critical to our success. Our commitment to doing good in our communities is reflected in the work of our 24,000 employees. Their commitment goes beyond our patients to our communities,

where they donate their skills, knowledge, abilities and money to causes they care about. From supporting our employees in Puerto Rico after one of the worst natural disasters in the island's history to building sustainable gardens at our offices across the globe, this report is a testament to the work we do every day to carry out our mission and to remain steadfast in our commitment to corporate citizenship.

The world is changing, and our challenges are changing with it. Our commitment to being a good global citizen compels us to take action to ensure our work has a positive impact. The stories in this report are just a few examples of the work we do every day to carry out our mission in the face of larger issues happening in communities around the world, ranging from healthcare needs to reducing our carbon footprint to the principles that guide us in our work.

Our commitment to corporate social responsibility and being a good global citizen is a commitment to our patients. I am confident that our company has the right people and strategy to tackle these challenges, both in our business and in the work we do as a global citizen.

Giovanni Caforio
Giovanni Caforio, M.D.



A COMPREHENSIVE APPROACH TO SUSTAINABILITY GOALS

Our approach to sustainability is comprehensive and global and encompasses the products we make and how we make them, our facilities, our colleagues and our communities.

The Bristol-Myers Squibb Sustainability Goals are updated every five years to align with the company's strategy and with programs across the organization that support research and development, patient access, our employees, our supply chain and the environment.

We've aligned our corporate and social responsibility efforts with the UN Sustainable Development Goals to further strengthen the company's business foundation, enabling an even stronger platform for future growth through opportunities to meet patient needs and stakeholder expectations.

See bms.com/sustainability for further details.





BRISTOL-MYERS SQUIBB SUSTAINABILITY 2020 GOALS

TO OUR PATIENTS AND CUSTOMERS

Enhance patient access to medicines

Provide greater access to our medicines in global markets through approaches including tiered pricing, voluntary licensing, reimbursement support, patient assistance programs and through the work of the Bristol-Myers Squibb Foundation partnerships.

Accelerate innovation to develop transformative medicines

Focus on transformative medicines in areas of high unmet medical need and accelerate product development and review while ensuring data integrity and adherence to regulatory standards.

TO OUR EMPLOYEES

Be the employer of choice and the champion of safety

Empower and engage our people by providing an energizing work environment and safety culture, investing in our people through professional development and building a more globally diverse and inclusive workforce.

TO OUR GLOBAL COMMUNITIES

Drive supply chain leadership on quality and integrity

Ensure reliable supply of materials, engaging with our critical suppliers on Bristol-Myers Squibb's quality, labor, integrity and environmental standards.

TO OUR ENVIRONMENT

Innovate to support a green, healthy planet

Continue to improve our environmental footprint with greenhouse gas and water reduction goals and integrate green design and reduce waste throughout our product portfolio.



“ We have a great purpose, which is to help patients who are facing serious diseases, and that is why we do what we do every day.”

Giovanni Caforio, M.D., Chief Executive Officer

PATIENTS

PATIENTS ARE AT THE CENTER OF ALL WE DO.

They inspire us. They are the reason we come to work each day. By focusing on patients and their families, we maintain a sense of urgency that compels us to work faster, smarter and better. And we are highly motivated knowing that there is always more we can do, with so many patients facing serious disease with limited or no treatment options.

The Bristol-Myers Squibb Foundation promotes health equity and seeks to improve the health outcomes of populations disproportionately affected by serious diseases by strengthening healthcare worker capacity, integrating medical care and community-based supportive services and mobilizing communities in the fight against disease.

| GLOBAL HOPE |

Transforming Pediatric Cancer Care in Africa

When Joseph Lubega, MD, returned to Uganda in 2016 to care for children with cancer, the grim reality was that up to 90 percent of them would not survive. Inadequate healthcare and a severe lack of specialists meant that proper diagnosis, treatment and care were simply out of reach.

But one year later, the tide began to turn, when Global HOPE (Hematology-Oncology Pediatric Excellence), a \$100-million initiative funded by the Bristol-Myers Squibb Foundation, Texas Children's Cancer and Hematology Centers and Baylor College of Medicine International Pediatric AIDS Initiative at Texas Children's Hospital (BIPAI), began building a pediatric hematology-oncology network to increase long-term capacity to diagnose and treat thousands of children with cancer and blood disorders in south-

ern and east Africa.

Global HOPE is drawing from the success of the Bristol-Myers Squibb Foundation's groundbreaking HIV/AIDS program by focusing on partnerships and creating an infrastructure that is transforming pediatric hematology-oncology treatment and outcomes. Two pediatric Centers of Excellence, one in Uganda and another in Botswana, will serve as hubs where children can be diagnosed by a pediatric cancer specialist and then return to local centers closer to where they live for treatment.

Dr. Lubega, director of the East Africa Pediatric Hematology-Oncology Fellowship program, is one of the first three pediatric oncologists in Uganda trained through the program. Together, he and his colleagues placed 673 new pediatric oncology patients and 255 pediatric



AT BRISTOL-MYERS SQUIBB WE PUT PATIENTS AT THE CENTER OF EVERYTHING WE DO, THEY INSPIRE OUR DAILY WORK, THEY ARE AT THE HEART OF EVERY DECISION WE MAKE.

hematology patients into treatment during the program's first year.

One of the first children to receive treatment was nine-year-old Fortunate, who lives in a village in West Uganda, where care and treatment for pediatric cancer consists of local therapies recommended by traditional healers in the village. When she was eight years old, Fortunate developed a sarcoma in a facial muscle and had to wear a scarf to hide the large, open tumor that disfigured her face and to keep the flies off the wound.

As her name implies, Fortunate was indeed fortunate. Her mother was unhappy with the local remedies, so she took her daughter to see Dr. Lubega. One year later, following surgery, Fortunate is undergoing radiation treatment and her cancer is in remission.

When Fortunate comes back for her check-ups she usually comes with another child from the village, who also requires treatment. "Parents see the positive outcome and now realize their children can be treated for what they thought was untreatable," Dr. Lubega says.

"The training model is essential to the long-term success of the Global HOPE program," he says. "Specialists and the entire team around them – nurses, researchers, medical officers and administrative staff – are being trained in a Center of Excellence in the region where they will be delivering care," he says. "This is a completely new way of doing things here." They are bringing hope where previously it did not exist.

With training centers in Botswana, Malawi and Uganda, Global HOPE will serve as a resource for the regions of southern and east Africa. Every year, an estimated 11,000 children are diagnosed with cancer and 40,000 are diagnosed with life-threatening blood diseases. With only five trained pediatric oncologists across those countries, the medical need is high. **Global HOPE is changing that.**

In the first five years of the program, Global HOPE estimates **5,000** healthcare professionals will be trained and **thousands of children** will receive treatment and care.

Serving with Heart

Heart disease is on the rise. Current estimates predict that by 2050, between 12-16 million people in the U.S. will be living with atrial fibrillation, or AFib, the most common adult heart condition.

AFib is characterized by an irregular heartbeat and can lead to increased risk of blood clots, stroke and heart failure, as well as other complications. Stroke is one of the most damaging outcomes, yet nearly half of patients with AFib are not appropriately treated for it or educated in ways to prevent it.

The cost associated with AFib is steep, not only financially but to patients' quality of life. Most of AFib's \$6.65 billion price tag comes from hospitalizations, and more than 80 percent of them are unnecessary.

But that may soon change. The Bristol-Myers Squibb Foundation

“ WITH GUIDANCE FROM A CARDIOLOGIST, THE CLINICAL PHARMACISTS ARE ABLE TO SEE THE AFIB OUTPATIENTS THE NEXT DAY AND DO A LOT OF THE PATIENT EDUCATION WHICH HAD BEEN MISSING FROM TRADITIONAL CARE MODELS. ”

- Dr. Anil Gehi, UNC Cardiologist



is funding the expansion of a pilot project at the University of North Carolina School of Medicine (UNC) that showed a 30 percent reduction in hospitalizations in patients with AFib when a streamlined model of care was introduced and AFib was treated as a chronic disease.

The model was launched in 2015 at UNC Cardiology's Meadowmont Clinic in Chapel Hill by Dr. Anil Gehi, a UNC cardiologist, in response to what he says was a disorganized approach to AFib patient care.


“Patients bounce around among many different providers – primary care physicians, cardiologists and emergency medicine physicians,” he says. “Very often, there is not much coordination of care.”

As a result, little emphasis is placed on patient education, self-care and prevention, which are all critical to managing a chronic condition like AFib.

During the pilot, Dr. Gehi introduced a new protocol that started with the very first healthcare staff who often come into contact with AFib patients – the emergency room (ER) physicians. The UNC Medical Center ER physicians evaluated patients and, instead of hospitalizing many of them, stabilized and discharged those who were not at high risk for poor outcomes.

“I tell my patients that I may never be able to cure them of atrial fibrillation, but I can work with them to manage it so it doesn't affect their life. It's all about getting patients more engaged in their own health.”

The 30 percent reduction in hospitalizations during the pilot showed that AFib can be treated as a chronic condition in a specialized outpatient setting for most patients. However, for many, especially those who are uninsured and underinsured, access to specialty care by cardiologists can be limited.

The three-year \$1.7-million grant will allow Dr. Gehi to expand the program to four other facilities in the UNC Health Care system, in Siler City, Raleigh, Rocky Mount and Smithfield, and possibly into other clinics and hospitals throughout the state. “We want this to be something that can be integrated into what is already present at other hospitals and primary care and specialty care clinics,” he says. “It's beneficial to providers and, most importantly, to patients.” 



Given stroke may present as the first sign of AFib, it is important that at-risk populations receive more screening.

Preventing Stroke: Unveiling Progress. The Economist Intelligence Unit, 2017.

Age is a major risk factor for developing AFib, but other risk factors include **hypertension, heart failure, diabetes, and coronary artery disease**



Hypertension



Heart Failure



Diabetes



Coronary Artery Disease



NORMAL HEART RHYTHM



AFIB HEART RHYTHM

For illustration purposes only.

SPECIALTY CARE FOR VULNERABLE POPULATIONS

In 2015, the Bristol-Myers Squibb Foundation launched a new grant-making initiative to address inequities in access to and utilization of specialty care services by vulnerable populations in the U.S. Specialty care services in healthcare are the treatment of serious illnesses that fall outside of primary care, e.g., cancer and atrial fibrillation. The goal of this national initiative is to catalyze sustainable improvement and expansion of specialty care service delivery by safety net providers to achieve better and more equitable outcomes for the people they serve who are living with cancer, cardiovascular disease and HIV/AIDS.



Bristol-Myers Squibb Foundation
Specialty Care for Vulnerable Populations
 Care Collaborations & Patient Support

One of the first steps the Foundation took in this grant program was to create and disseminate a set of issue briefs, *Breaking Barriers to Specialty Care: Practical Ideas to Improve Health Equity and Reduce Costs and Save Costs*. The briefs aimed to raise awareness in the specialty care community about inequities in access to quality care, highlight effective practices and mobilize them to join with others and take action.

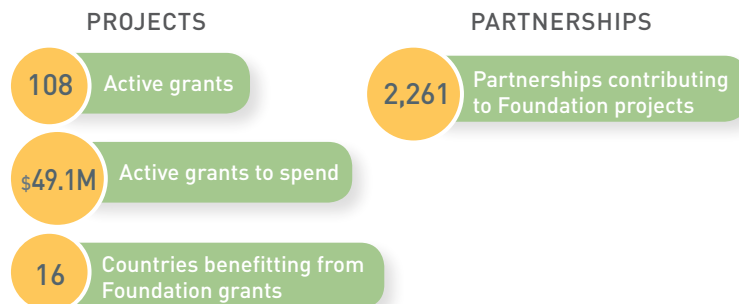
The core of Foundation funding is support of innovations and pilot projects that address access to specialty care by strengthening health systems as well as patient engagement and community support services. To strengthen health systems, the Foundation is supporting clinical care and mentoring collaborations between primary care and specialty care providers. These collaborations both upskill the primary care clinicians to deliver more aspects of specialty care and enhance the referrals and transitions of patients from one provider to another.

To enhance patient engagement in specialty care, the Foundation is partnering to build community outreach and patient navigation services as well as to provide disease and self-care education. Knowing that barriers to care for vulnerable patients also lie outside the clinic or hospital, the Foundation supports clinic-community partnerships to provide social support such as transportation, child care, nutrition, caregiver and patient support groups and more.

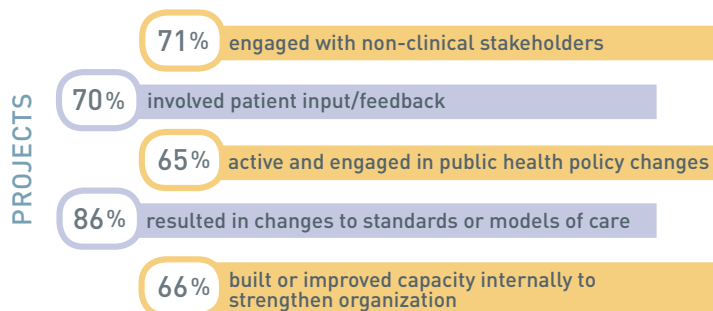
Issue briefs can be found at <http://fsg.org/publications/breaking-barriers-specialty-care>

2017 ACTIVE GRANTS

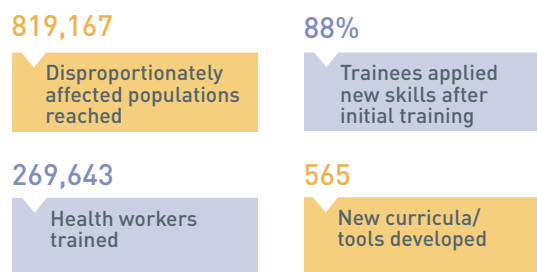
INPUTS



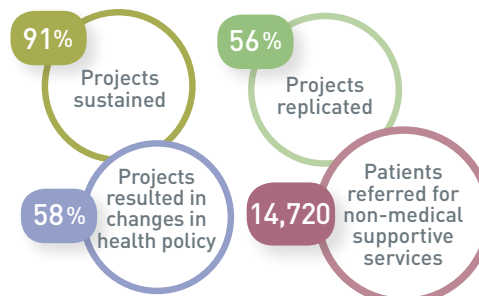
OUTPUTS



OUTCOMES



IMPACTS



Fulfilling the Wishes of Patients

Like many teens, Alexis Dunnick loves Harry Potter stories. She also dreams of one day becoming a surgeon, inspired by the many caring doctors who helped treat her ovarian cancer.

So, when Make-A-Wish chose to grant a wish to this Florida teen, the 15-year-old chose a trip to the U.K., the fictional birthplace of Harry Potter and the real-life headquarters of the prestigious Oxford Royal Academy summer school.

Make-A-Wish organizers then set about enrolling Alexis in a two-week Introduction to Medicine course at historic Oxford University, where she would study alongside students from around the world.

Bristol-Myers Squibb provided a grant to Make-A-Wish in 2017 to help fulfill up to 80 wishes for children with cancer. The grant also funded educational outreach to healthcare providers on the importance of these wishes as part of the patients' treatment.

Wayne Lewis, communications lead in our Tampa office, learned about Alexis, who lives nearby in Apollo Beach, FL, and offered to host a send-off party to fulfill the first wish by our company.


"Once we heard that a local resident, Alexis, wanted to attend a summer medical program in the U.K., we knew we had to find a way to help out," Wayne says. "We decided on a send-off party that would start her trip and then connected with our U.K. counterparts to make it extra special."

When the day arrived in late June, Alexis and her family were greeted by employees dressed as palace guards, a town crier, a Beefeater and a prince. The Queen placed a bejeweled crown upon her head and declared her "Princess Alexis."

The café was decked with Union Jack flags and replicas of Big Ben clock tower, the Parliament building and the skyline of London.

As an added bonus, employees at our Uxbridge and Chester sites in England sent Alexis a Hogwarts robe and scarf, passes to a traditional English tea aboard a double-decker bus and tickets to a Harry Potter play in London.

Research conducted by Make-A-Wish has found that the wish experience not only influences a child's emotional health but can also play a role in their physical health, working in concert with traditional medicine to help kids get better.

"We are inspired by the work Make-A-Wish does to enlighten the lives of children diagnosed with critical illnesses, like cancer, and their families," said Mark Peters, head of U.S. Oncology Policy and Advocacy. 



Alexis and her family were treated to a British-themed celebration at our Tampa facility.



“ WE ARE INSPIRED BY THE WORK MAKE-A-WISH DOES TO ENLIGHTEN THE LIVES OF CHILDREN DIAGNOSED WITH CRITICAL ILLNESSES, LIKE CANCER, AND THEIR FAMILIES.

WE ARE PROUD TO SUPPORT PROGRAMS THAT CAN PROVIDE HOPE, INSPIRATION AND HAPPINESS, AND WE WELCOME MORE OPPORTUNITIES TO HELP GRANT WISHES LIKE THIS ONE.”

-Mark Peters, Head of U.S. Oncology Policy and Advocacy

BRIDGING CANCER CARE FOR MINORITY AND UNDERSERVED POPULATIONS IN THE U.S.

BRIDGING CANCER CARE:

Lung cancer is the second-most commonly diagnosed cancer and the leading cause of cancer-related deaths, with African Americans suffering significantly higher incidence and mortality rates and with marked regional variations. New data from the National Minority Quality Forum indicate that 77% of all lung cancer cases reside in 20% of all zip codes. Since 2014, the Bristol-Myers Squibb Foundation's Bridging Cancer Care™ initiative has committed \$16.5 million to expand the current limited scope of community-based supportive care resources and survivorship programs to the underserved populations in many parts of the Southeast U.S. In 2017, we expanded reach to all 50 states.



OUR APPROACH:

We foster partnerships with prestigious academic institutions and community organizations seeking to advance strategies for engaging those at highest risk for or diagnosed with lung cancer in care and support programs – including interventions throughout the care continuum (from prevention to survivorship to palliative care), with the goal of improving the quality of life, health outcomes and health equity for those most disproportionately affected. Our target geography is the U.S. states that have the highest lung cancer incidence and mortality rates in the country.



The Bristol-Myers Squibb Patient Assistance Foundation assists patients in the U.S. who need temporary help paying for medication.

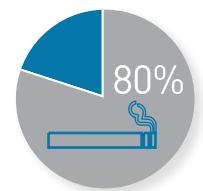
FONDATION BRISTOL-MYERS SQUIBB POUR LA RECHERCHE EN IMMUNO-ONCOLOGIE

To enhance innovation in scientific research and pursue novel approaches to supporting patients with cancer, in 2015 Bristol-Myers Squibb France launched the Foundation for Immuno-Oncology Research. This organization funds projects at French public research institutes in four areas of focus, including basic research, clinical/translational research, public health/patient pathways and a special focus on pediatric cancer. The grants we fund are helping to support patients across the spectrum of care.

www.fondation-bms.fr



AN ESTIMATED **80%** OF **LUNG CANCER** DEATHS ARE BELIEVED TO BE FROM **SMOKING**, BUT THOUSANDS OF **NON-SMOKERS** DIE OF THE **DISEASE** EACH YEAR.



LUNG AND BRONCHUS CANCER IS THE LEADING CANCER KILLER IN BOTH **MEN 26%** AND **WOMEN 25%**, RESPECTIVELY.

PATIENT ASSISTANCE FOUNDATION

U.S. SUPPORT

2016	2017
Nearly 46,885 patients RECEIVED SUPPORT in the amount of \$732.8 million	Nearly 63,864 patients RECEIVED SUPPORT in the amount of \$862.2 million

The Bristol-Myers Squibb Patient Assistance Foundation, Inc. is a 501(c)(3) non-profit organization that provides temporary assistance in the form of free medication to eligible patients who have a financial hardship, generally have no public or private prescription drug insurance, and reside within the 50 states, Puerto Rico and the U.S. Virgin Islands.

Going the Extra Mile for Patients

For Darcy Doege, R.N., B.S.N., of the Levine Cancer Institute, finding cancer early in patients means hitting the road.

Darcy is the Program Coordinator for the Lung B.A.S.E.S. 4 Life Program for the Charlotte-based cancer center, which launched the first mobile lung screening unit in the U.S. in 2017. This innovative idea was built to increase the early detection of lung cancer for underserved populations across North and South Carolina, thanks to a grant from the Bristol-Myers Squibb Foundation.

Darcy has seen firsthand how the mobile unit is driving change by bringing state-of-the-art cancer screenings to populations in need.

“When you’re able to connect with patients on their turf and in their community, they’re more willing to receive care,” Darcy says.

Historically known as the Tobacco Belt, North and South Carolina share some of the highest incidence and mortality rates from lung cancer nationwide. Lack of transportation to medical facilities, inability to secure the support resources necessary for adequate preventive care and poor understanding of risk factors block thousands of Americans from receiving necessary preventative care.

As part of her job, Darcy travels extensively with the unit from the mountains of Appalachia to the Atlantic beaches, meeting patients and interacting with medical staffs at clinics along the way.

The goal of the unit is to reduce the stigma of smoking, focus on screenings and early detection and ensure patient follow-up is the number one concern.

For many people who receive a screening in the mobile unit, this is their entry point into the healthcare system.



Patients are assessed and connected to resources in their community before the screening date. Once patients receive their screening, they are connected to smoking cessation resources and offered other free screenings through the Levine Cancer Institute.

Every patient is navigated closely by Darcy, who maintains contact every step of the way.


“The mobile unit makes patients comfortable,” Darcy says. “When we enter a community, we ensure the mobile unit is parked where people are comfortable coming to or are already receiving care. This alone reduces barriers and diminishes fear. If something comes back positive on their scan, we plug them in for care immediately.”

Nursing was a natural fit for Darcy, who as early as high school knew she wanted to pursue a career that helped others. She began her nursing career as a medical-surgical nurse, followed by time spent serving patients in intensive care.

But being a nurse navigator has allowed her to make even more of an impact, she says.

“Navigating patients comes very natural to me,” says Darcy. “There are so many gaps in care and lack of resources that cause patients to not seek care. I feel passionately about making sure those gaps are closed. If I don’t know the answer, I will figure it out.”

And the best part of the job?

“The patients we serve are so appreciative of the services we provide,” she says. “It’s amazing to think about the effect we have on the communities. We’re finding cancer early, educating the community and continuously coming up with innovative ways to educate patients on smoking cessation.” 





COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

CANADA

Working with a number of patient advocacy groups, patient ambassadors and expert photojournalists, employees in Canada launched a cancer survivorship initiative to share survivors' inspirational stories throughout the country. #CancerChanged's broad outreach to over 11 million Canadians helped to educate them about cancer survivorship, while highlighting Bristol-Myers Squibb's advances in immuno-oncology and its commitment to patient care.

NORWAY

Employees in Norway hosted an event at the Oslo Marathon to support patients and the local Active Against Cancer group.

LOCAL ACTION, GLOBAL IMPACT

SECURE THE FUTURE®



SECURE THE FUTURE

Cancer African Network for Care, Education and Research (CANcer) Programme is a Pan-African collaboration to improve community awareness, data and care for unmet needs for prevalent and AIDS-related cancers on the continent. The initiative is working to rapidly build an African body of knowledge regarding pediatric, female and lung cancer awareness, care and support in different cultural and resource settings.



DELIVERING HOPE

helps communities and health-care workers in China and India effectively raise awareness about hepatitis C, inform health policy and national programs, build the capacity of healthcare providers and communities to address these diseases, and promote disease prevention in the hardest-hit and highest risk populations.



BRIDGING CANCER CARE CENTRAL/EASTERN EUROPE

focuses on improving nurses' skills, knowledge and capabilities to address cancer disparities in Central and Eastern Europe to better deliver care for patients. The Bristol-Myers Squibb Foundation and partners work to improve psychosocial support for cancer patients and their families, provide disease education and screening, expand training for health workers and engage nurses as key members of the medical team.



VETERANS' MENTAL HEALTH & WELL-BEING

The Bristol-Myers Squibb Foundation's Veterans' Mental Health & Well-Being initiative focuses on effective community-based solutions to address the mental health and reintegration needs of the post-9/11 veteran community. To date, the Foundation has committed \$26 million to develop, implement and evaluate novel models of community-based care and support for veterans and their families.

“ We are focused on transforming how serious diseases are treated. That work begins with our most important asset – our people.”

Giovanni Caforio, M.D., Chief Executive Officer

PEOPLE

MAKING A DIFFERENCE

Behind everything we do is a human network of thousands of people around the world working tirelessly to help bring transformational medicines to patients facing serious diseases.

To achieve our mission, we engage a diverse and inclusive workforce and provide numerous opportunities for them to develop and grow professionally. We recognize that our people drive our success, and we celebrate the unique experiences and perspectives that each one brings to work each day. Together, we create a culture that is driven by passion, innovation, speed and accountability to make a difference in the lives of patients and to positively impact our planet.



| PUERTO RICO |

Providing Relief to Patients in the Aftermath of a Disaster

On the morning of September 20, 2017, a new chapter of history opened in Puerto Rico when Hurricane Maria began her barrage against the island, altering the lives of more than 3 million people, including 1,100 Bristol-Myers Squibb employees.

After raging for more than 12 hours, the Category 4 storm finally moved on but not before causing unprecedented and widespread damage – and one of the largest humanitarian crises ever seen in the Caribbean. Homes were battered, some beyond repair. Entire communities were stranded for weeks, and many people were tracking time by the number of days they had gone without electricity or running water.

When the storm began, operations at our commercial sites in Guaynabo, our pharmaceutical manufacturing plant in Humacao and its biologics plant in

Manati were halted – but not for long – as both sites play a key role in supplying life-saving medications for patients around the world.

Not long after Maria barreled across the island, employees like Jose Ponce DeLeon Gonzalez, a senior packaging technologist at Manati, began making their way to work.

Jose walked 10 miles across roads littered with sand, downed trees and power lines to ensure the plant was operational. “If the equipment doesn’t operate, then the medicines cannot be produced,” Jose says.

Jose and other employees are the embodiment of commitment to our mission. “For us, it was extremely important to get operations back to normal because the difference between treatment and disruption of treatment could be life or death,” says Alejandro



THE HURRICANE PUT LIVING THE COMPANY MISSION IN A DIFFERENT PERSPECTIVE...

Drevon, general manager for Puerto Rico and the Caribbean.


We worked quickly following the storm to ensure all of our employees were safe and accounted for. As soon as airports reopened, the company began flying in relief supplies – portable generators, water, canned food and ice – that were distributed daily at the two manufacturing sites as well as the commercial offices.

When the first batch of cancer medicine for patients rolled off the line at Manati within days of the plant resuming operations, employees felt they had turned a page in the chapter of history that began when the storm hit.

“When we were able to package the first product, that wasn’t just a major milestone from an engineering or discovery perspective but from an emotional perspective,” said Anibal Carlo, Vice President & General Manager of the Manati site. “It’s a sign that if we as a company can do this, then we can do it for all of Puerto Rico.”

“Our employees consider the company mission part of their larger role in society. To them, it was clear – if these medicines don’t make it to patients, people will suffer and the impact of Hurricane Maria will have reached much farther than just Puerto Rico.”

The dedication and commitment of our employees in Puerto Rico helped ensure an uninterrupted supply of medicines to patients and restarted site operations faster than anyone could have expected.

“The hurricane put living the company mission in a different perspective,” says Beatriz Sanabria, Human Resources Director in Puerto Rico. “We know we work for patients and that we are conducting manufacturing campaigns because there’s a patient waiting for product out there. But doing it in the midst of an emergency like this took it to another level.”  



“ I WORK TO SAVE LIVES, SO THAT PEOPLE CAN RECOVER FROM CANCER AND OTHER DISEASES. THAT IS OUR MISSION. ”

– Jose Ponce DeLeon Gonzalez, Senior Packaging Technologist

| WORKSHOP FOR CHILDREN IN HOSPITALS |

The Art of Healing

Children spend a significant amount of time in hospitals for different reasons, often feeling isolated from the world outside. Our colleagues in Japan partnered with the non-profit organization Picture Book Carnival to prepare materials for craft workshops that offer a creative experience for children in hospitals to make mini picture books and lunch boxes using origami paper.

Picture Book Carnival is committed to providing a prime opportunity for children to foster their creativity and imagination through picture books as an effective medium and increasing the mental, emotional and physical energy of children. "Our role is to ease the burden for sick children with a different approach than healthcare professionals," says a Picture Book Carnival representative.

Thanks to the preparation of materials by Bristol-Myers Squibb colleagues, children at various stages of treatment were able to participate in the workshop without difficulty. "Usually our staff is responsible for all of the preparation. We really appreciate Bristol-Myers Squibb's support and the time it saved our organization. I know the children enjoyed it, too," the representative says.


Craft kits prepared by our colleagues were sent to hospitals. The playroom in one of the hospitals was filled with children who immediately began making picture books with the help of parents, nurses and Picture Book Carnival volunteers. This was an opportunity for children to engage with each other and enjoy time with their families.



“BY CREATING A SPACE WHERE CHILDREN CAN HAVE FUN, WE HOPE WE CAN HELP THEM STAY STRONG AND REMAIN POSITIVE DURING THEIR TREATMENT AND FIGHT AGAINST DISEASES.”

- Picture Book Carnival representative

Some children used a lot of stickers, while others drew their own stories with colored pencils. All admired their works of art and enthusiastically announced, "This was so much fun. I can't wait to do this again."

Erika Nakajima, Head of Corporate Affairs and Communications, Japan, Korea, Taiwan, says, "Picture books can spark children's wonderful imaginations. It is our utmost pleasure to help the organization create a place where children in hospitals and their families can enjoy a relaxing and joyous time together." 

| U.S. HELPING HANDS |

TEAMS OF COLLEAGUES WORKING TOGETHER TO HELP NONPROFITS IN OUR COMMUNITIES

2016	VOLUNTEERS	1,416
	VOLUNTEER EVENTS	62
	HOURS	5,407
	ORGANIZATIONS HELPED	47



2017	VOLUNTEERS	1,429
	VOLUNTEER EVENTS	65
	HOURS	6,272
	ORGANIZATIONS HELPED	50

EMPLOYEE GIVING PROGRAM



IN 2017 **\$880K**
WAS DONATED BY
EMPLOYEES
VIA PAYROLL



IN 2017
BMS EMPLOYEES
VOLUNTEERED **10,116**
HOURS OF PERSONAL TIME



\$4.5 MILLION
EMPLOYEE DONATIONS
OVER THE
PAST 2 YEARS



IN 2017 **6,551** UNIQUE
ORGANIZATIONS
WERE SUPPORTED

*Almost
doubled
from 2016*

| PATENPROJEKT MÜNCHEN |

From Our Family to Yours

The holiday season is a time to celebrate family, accomplishments and good fortune. However, for many parents in Munich, Germany, the holidays are filled with doubt over how they will afford to spread cheer to their children.

For the sixth consecutive year, our colleagues in Germany, in partnership with the city of Munich, participated in "Patentprojekt München," an initiative to provide homeless and refugee families with gifts at Christmas. In 2017, they fulfilled the Christmas wishes of the children, ranging from ages 2-15, by buying Christmas presents at their own personal expense.

The celebration took place at our local office in Munich, where colleagues hosted a festive holiday tea party for approximately 50 guests, including city representatives, parents and children.

Han Steutel, General Manager in Germany, stood in for Father Christmas and distributed the gifts to the children in attendance. The city of Munich worked diligently to deliver the presents to all families, ensuring that they were smiling during Christmas.

For Dorothee von Saldern, an employee volunteer for Patentprojekt München, the motivation to further the program comes from a simple facial expression.

"When you see the brightness and gratitude in the eyes of the children, it's a must to continue," says Dorothee. "When you consider how hard and painful their young lives are and what they have gone through, you simply cannot stop this initiative."



Sharing Our Skills to Strengthen Communities

Bristol-Myers Squibb is committed to supporting the communities in which the company does business and has programs in place that make it easy for employees to do the same. By volunteering their time and sharing their skills, employees around the world are making a difference in the lives of others.

MEN IN SHEDS

Social isolation is a real problem in society, especially for men who have lost a spouse or are retired. In the U.K., our employees reached out to Men in Sheds, a program established in 2008 by Age UK to create clubs, or “sheds,” where retired men meet to participate in a variety of skills-based activities such as woodworking, metalworking, art and computers.



Four employees in Chester visited the sheds to share their knowledge in areas such as online banking and internet safety. They also called on the Men in Sheds to showcase their own skills by building 14 planters for a large outdoor patio area at the Chester office.

“It’s important to keep the retired population engaged and involved in activities that allow them to continue to contribute to their communities,” says Doug Jardine, Sub Process Lead – Global Financial Services. “Through Men in Sheds, we were able to learn just as much as we taught. Programs like Men in Sheds help the continuous development of our neighborhoods, and I’m proud Bristol-Myers Squibb was part of it.” 

BRISTOL-MYERS SQUIBB SKILLS 2 GIVE

Before relocating to the U.S. seven years ago, Sebastian Garrido, Scientific Content lead, was a regular volunteer for an organization in his native country of Peru that helped families displaced by terrorism.

He missed the feeling that comes from giving back to others and began searching our Skills 2 Give website for volunteer opportunities.



Sebastian found a project that required his Spanish translation skills – a brochure sponsored by the New Jersey Chamber of Commerce Foundation to help prepare New Jersey high school graduates and their families for the students’ next steps toward a college or technical school.

“The Skills 2 Give platform made it easy to browse and see all the organizations that could use some help. I liked this project because it wasn’t just focused on the students; it raised awareness for their parents as well, so it had a bigger reach into the community,” Sebastian says.





COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

CANADA

Ride for a Cure - Employees supported Lung Cancer Canada by participating in a 2,800+ km bicycle ride across Ontario and Quebec. Employees raised \$36,000 to support the work of Lung Cancer Canada for patients and families.

TAMPA

Employees in Tampa visited patients and their families at the Tampa General Hospital's Children's Medical Center, where they delivered "Courage Cubs" stuffed animals to the children.

CHINA

Employee health and wellness is the focus of the BMSLife initiative. BMSLife uses trained professionals to work with employees to improve their health in a variety of ways, including through exercise, smoking cessation, nutritional programs and weight management. Program successes include results that 89% of smoking cessation participants were able to stop smoking.

LOCAL ACTION, GLOBAL IMPACT

GLOBAL BUSINESS OPERATIONS GIVES

The Global Initiative for Volunteerism and Engagement (GIVEs) is a collaboration between our Global Business Operations (GBO) function and the Bristol-Myers Squibb Foundation. GIVEs offers employees new opportunities to develop leadership skills while supporting our social responsibility goals. In 2017, Freddy Morales, Global Internal Audit & Assurance lead, and Samuel Friedman, Sourcing Excellence lead, visited Lesotho to lend their expertise to the Lesotho Red Cross Society and the National University of Lesotho, where they worked with the university to conduct a study on how to improve the effectiveness of the Community Health Worker program.

In South Africa, Freddy and Samuel worked with Kimberley Hospital Complex to recommend a way to apply savings from earlier HIV project phases to fund a more robust communication plan. "This assignment has been so fulfilling because we were able to influence how a non-governmental organization manages its operations, which in turn, benefits the patients," Samuel says. "Moreover, going into the field to see how the patients benefit from the non-governmental organization services was heartwarming."



“As a global company, we value our role as a conscientious citizen, one that improves health and promotes economic, social and environmental sustainability.”

Giovanni Caforio, M.D., Chief Executive Officer

PLANET

AS A HEALTHCARE COMPANY, we are not just focused on bringing transformative medicines to patients facing serious diseases, we are also concerned with the health of our employees, our communities and our planet. We are actively working to reduce our environmental footprint through a wide variety of programs that encompass the thoughtful construction of manufacturing plants and office buildings, the packaging of products and the ecology of the sites where we work. We are guided by our Sustainability Goals, measuring our progress and renewing these every five years. The goals help us strengthen our fundamental business and support our position as a sustainability leader.

Our colleagues are encouraged to help improve the company and their personal environmental impact through events such as Earth Day celebrations or by taking part in gardening, tree planting and beach or park clean-up in their communities.

| SUSTAINABLE GARDENS |

Sowing the Seeds of Sustainability

Our employees in Sao Paulo, Brazil – who want to eat healthier – have to go no further than the cafeteria, where they can choose from a wide selection of organic produce.

But there's something different about these fruits and vegetables – most of them are grown on-site, in a sustainable organic garden that utilizes the food waste generated by the same company cafeteria.

Since it was launched in 2017, the sustainable garden has provided a healthy source of organic cabbage, lettuce, spinach, seasonal fruits and a wide range of herbs. It has also decreased – by 64% – the amount of organic food waste from the site that previously was transported to a landfill.

“Many employees think that because they are working in an office building, the changes they make won't have much of an impact on the environment com-

pared to a larger manufacturing site,” says Fernanda Pollisson, Environmental Health and Safety manager in Brazil, who spearheaded the project. “The garden has changed their thinking.”

The 370 square meter garden uses 750 kg of organic food waste generated from the company cafeteria each month. The waste is put through a grinder and composted using enzyme accelerants that make it ready for the garden in just seven days.

Sao Paulo's temperate climate ensures an almost year-round growing season for vegetables and fruit, which are rotated in the garden throughout the year. The cafeteria's head chef also has a say in what is grown, so menus and dishes can be planned around what is available.


Sometimes there is so much produce that the cafeteria cannot use it all, so the excess food is given to employees.



OUR FOCUS ON HEALTH AND WELLNESS
EXTENDS TO OUR PATIENTS, OUR COLLEAGUES,
OUR COMMUNITIES AND OUR PLANET.

The idea for the sustainable garden came from the annual intern challenge, sponsored by the Environmental, Health and Safety team. The annual intern challenge is an initiative promoted by Human Resources to improve business processes and the development of interns.

The sustainable garden has been well received by the site's 280 employees – they enjoy a view of the flourishing greenery as well as eating the produce. During Safety and Environment Week, a garden specialist offers a workshop to teach employees everything involved with maintaining a sustainable garden at home.

“Our garden has raised environmental awareness among our employees and has even inspired some of them to try for themselves,” says Fernanda. “After learning about how simple it is, many want to start their own organic garden.” 





| GREEN ENERGY |

The Impact of Green Energy

Imagine what taking 4,621 passenger cars off the road for one year could do for the environment.

We did the equivalent – by purchasing 29 million kilowatt hours of “green” electric energy instead of “brown” energy for our facilities in Germany and Ireland.

“Green” electric energy is gathered from renewable sources such as water, wind and solar; traditional “brown” electric energy comes from non-renewable fossil fuels such as oil, coal or gas.

Since 2009, our Sustainability Goals have guided programs to reduce our environmental footprint. **The goals encourage continued, year-over-year progress that has seen a reduction in greenhouse gas emissions by more than 24% and water use by about 14%.**

Our Munich, Germany, office was the first to enter into a green energy agreement with its supplier in 2011. When it was built, the office incorporated green building design and is completely air conditioned and heated by renewable geothermal energy.

“RELIABLE SOURCES OF CLEAN ENERGY WILL IMPACT OUR LONG-TERM ABILITY TO PROVIDE PATIENTS WITH THE MEDICINES THEY NEED.”

Company facilities in Ireland, which accounted for about 6% of our total energy consumption, began purchasing 100% green energy in 2017, sourced from solar and wind.

Making the move to green energy is a collaborative effort between our Global Energy Services and Global Procurement departments. “When we buy green energy we have to ensure that our energy requirements are being met and also that our purchase evolves along with the volatile global energy markets,” says Frank Incontrera, Director, Global Energy Services.

Factors as diverse as the weather, time of year, anticipated usage and the geo-political environment all affect the cost of green energy. Our Global Energy Sourcing Team was able to purchase green energy in Ireland for the same price as brown energy. “It’s a matter of looking at usage projections, making market predictions and then locking in with a supplier,” Frank adds.

Reliable sources of clean energy will impact our long-term ability to provide patients with the medicines they need. Programs like these that encourage the purchase of green energy will maximize essential resources. Says Frank, “We have to change with the times to achieve our goals.”





| ENERGY TREASURE HUNT |

High Value Found in Small Changes

Small changes can add up to big savings and our company knows that very well. Since 2015, we have identified hundreds of opportunities to reduce emissions and energy and water consumption, equating to more than \$11 million in cost savings.

Teams of employees found those savings on Energy Treasure Hunts, a U.S. Environmental Protection Agency (EPA) program we rolled out to 11 facilities worldwide that challenged the teams to find impactful ways to save energy and water and align with the goal of continuous improvement. To date, the changes have reduced greenhouse gas emissions by more than 19%, energy consumption by more than 16% and water consumption by more than 12%.

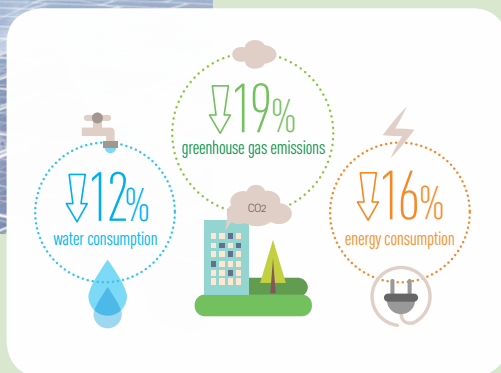
As a recognized leader in this area and after receiving the Energy Star Partner of the Year award for four years, achieving Sustaining Partner Status this year, we were asked by the EPA to share our expertise with OSF St. Joseph Medical Center in Bloomington, Illinois.

“Given our own success, we jumped at the opportunity when the EPA approached us to help with training sessions on how to conduct the Treasure Hunts at a

hospital and to help lead the actual event,” says Bill Perhacs, Bristol-Myers Squibb’s Global Energy Services lead.

He, along with colleague Zack Newman, Global Energy Services manager, joined the hospital team to come up with more than \$206,000 in energy savings, which equated to 15% of the hospital’s total energy spend.

A hospital’s round-the-clock operation is different from that of a research company, so the timeframe for the Treasure Hunt was compressed from its usual three days to one. “Naturally, in this kind of a setting patient care comes first when considering any changes,” Bill says. “A very big part of any hospital’s energy consumption is heating and cooling for



patient comfort and well-being, so we looked for opportunities in these areas.”

Those opportunities included HVAC setbacks, lighting improvements, steam system and inefficient motor upgrades, repairing leaky ducts and applying for rebates for certain energy upgrades.

The potential savings were significant for the hospital. “It would take us \$1 million in revenue to earn an equivalent amount of profit,” says Paul Pedersen, M.D., Chief Medical Officer, St. Joseph Medical Center. “Job well done.”

The success of the Treasure Hunt at St. Joseph Medical Center will pave the way for other hospitals to participate. The EPA Energy Star Program and the American Society for Healthcare Engineering are planning to roll out Treasure Hunts to other health-care institutions in the coming years.

“Not only was participating in this Treasure Hunt the right thing to do as an Energy Star Partner and for the hospital,” Bill says, “but it also aligns with our vision to partner with and support our own affiliated hospitals to provide the best possible care to patients.”



A New Direction for Water Waste

We are taught at a young age to respect our body and its composition, to fuel it with clean nutrients and, more importantly, hydrate with eight glasses of water a day. Our bodies are composed of 60% of water, a close similarity to the 71% of water that makes up the Earth's surface, yet our approach to care for both is vastly different.




“OUR BUSINESS OPERATIONS ARE ALWAYS CHANGING, AND WE NEED TO ENSURE THAT WE HAVE A PROCESS IN PLACE TO ALLEVIATE ANY ENVIRONMENTAL RISKS TO THOSE OPERATIONS.”

- Linda Caramichael,
Head of the Environmental
Center of Excellence

In order to achieve this goal, we performed a systematic and thorough evaluation of the water source and wastewater opportunities at our key facilities. By engaging groups across our company, the Global Environmental, Health, Safety and Sustainability (EHSS) team was able to develop recommendations to address priority items.

With a four-year time frame, we began to observe water and wastewater systems at the designated facilities and met with colleagues to learn more about the water systems and associated challenges. Since 2017, we completed 12 site visits for the risk assessment and identified strategic and operational opportunities. These

lessons will help the EHSS team with future water use mapping to be the best possible stewards of our natural resources. 

ELECTRONIC SCORECARD THAT EVALUATES LABORATORY “GREEN” PRACTICES

91.2% PARTICIPATION 

 656 LABS CERTIFIED

FOUR CERTIFICATION LEVELS:

2018*	2017
104 Aspiring	116 Aspiring
237 Certified	258 Certified
186 Gold	178 Gold
129 Platinum	116 Platinum



* As of August 2018

As a life science company, we look at how we use water and how we treat our wastewater in order to determine the environmental impact to our business operations and our communities.

In 2016, we launched a wastewater initiative, with the goal to ensure the smooth running of our research and manufacturing of medicine for patients, as well as to identify potential cost savings. We took this opportunity to clearly define a roadmap to address water supply and wastewater opportunities in order to better evaluate changing requirements and identify improvements to the systems.

“It’s important to reduce our water use and effectively treat our wastewater because we live in a world where we have limited water resources,” says Linda Caramichael, Head of the Environmental Center of Excellence. “We need to look with intention at where we get our water. We work in settings with water stress, and we are mindful of the stresses as well as the impact to the business and our communities.”



COLLEAGUES AROUND THE WORLD SUPPORTING OUR PLANET



NEW JERSEY

Our new office building in Lawrence Township, NJ, was awarded LEED Gold Certification! Leadership in Energy & Environmental Design (LEED) is an internationally recognized green building certification system, providing third-party verification that a building was designed and built using strategies aimed at improving performance across key metrics including energy savings, water efficiency, CO₂ emissions reduction, improved indoor environmental quality and stewardship of resources and sensitivity to their impacts. This is the 12th LEED certification awarded across our global locations.

UNITED KINGDOM

Employees in Chester worked with neighbors and volunteers to improve the lands of the Cheshire Wildlife Trust. In a week's time, the group cleared wild grass, trees, reeds and other debris.

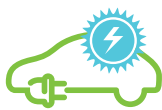
JAPAN

Employees at our Aichi Plant participated in "Clean-Up Day," where they cleaned beaches to remediate the area where the sea turtles lay their eggs.

LOCAL ACTION, GLOBAL IMPACT



OUR ENVIRONMENTAL ACCOMPLISHMENTS



GREEN FLEET

REDUCED carbon output of our fleets by **3% (243,000 pounds)**, indicating our COMMITMENT to environmental sustainability



GREEN CHEMISTRY

LEVERAGING MEASUREMENT and prediction to IMPROVE PROCESS DESIGN
Optimized our in-house greenness tracker to assess all post-first-in-human deliveries
Created a process efficiency prediction tool to improve decision making and outcomes in green route design



INSTALLED a **729 KW** solar photovoltaic project at the LAWRENCE, NJ-PRINCETON PIKE SITE, which is equivalent to powering **88 HOMES**

“ Our principles of integrity embody our high standards of ethical behavior and form the basis of our interactions with our employees, patients, customers, shareholders and the global community.”

Giovanni Caforio, M.D., Chief Executive Officer

PRINCIPLES

| STANDARDS OF BUSINESS CONDUCT AND ETHICS |

Principles of Integrity



Protecting Our Patients

We work together cooperatively with a unifying objective to keep patients at the center of everything we do. This mindset results in a standard approach to the way we develop, promote and manufacture our products.



Protecting Our Employees

We value and respect one another and share in our Mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.



Conducting Our Business

We value Bristol-Myers Squibb's good reputation. We act with honesty and integrity in all of our business interactions, inside and outside of our workplace, knowing that these interactions are essential to maintaining our reputation.



Governing Our Organization

We cultivate an environment where our Principles of Integrity are embedded into what we do every day; where compliant and ethical behavior is recognized and valued.



Applying Internal Controls

We ensure accuracy, quality and appropriate handling and use of Bristol-Myers Squibb information and other assets in everything we do. We act with integrity at all times.



Managing Travel, Meetings and Expenses

We are committed to the highest standards of ethical behavior related to business travel and expenses. We ensure accuracy in the reporting of all business expenses.



AT BRISTOL-MYERS SQUIBB, WE HAVE A COMMITMENT TO UNCOMPROMISING ETHICS AND INTEGRITY, AND THIS COMMITMENT GUIDES EVERY DECISION WE MAKE.

INTEGRITY TRAINING



Our Principles of Integrity are at the center of how we carry out our work. We live by these fundamental principles and encourage managerial accountability and good decision making. To ensure that all of our workforce understand the Principles – employees as well as contractors working on behalf of the company – we have a comprehensive training program that has been completed by nearly 100 percent of our workforce. The company also maintains a Compliance and Ethics Integrity Line allowing employees to ask questions about specific situations or anonymously report concerns.

Access to Medicines

We are committed to scientific excellence in biopharmaceutical research and development to advance innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We conduct research and development with uncompromised ethical integrity and consistent with applicable laws, regulations and practice guidelines, including Good Laboratory Practices, Good Clinical Practices and Good Animal Welfare Practices.

HOW WE DO BUSINESS

is as important to us as the patients we serve, the people who make it all possible and the communities where we live and work. Our mission and commitment, combined with our Principles of Integrity, serve as the foundation of our culture and how we do business.

The Principles reflect who we are and provide a common framework for how we interact with our colleagues, our patients, our partners and our global community. They are a part of every business decision we make.

Increasing Global Access to Treatment

When Carmen was diagnosed with chronic myeloid leukemia (CML), a type of blood cancer where the bone marrow overproduces white blood cells, the 59-year-old mother and grandmother feared the worst.

She was relieved to learn that, with treatment, her CML could be managed. Unfortunately, like many patients with this chronic disease, over time she stopped responding to the first-line drug therapy.

Carmen was devastated. Her doctor prescribed a next-line treatment, but Carmen then feared she would be unable to afford the medicine.

"My children did not know that I had already sewn my dress in preparation for my own funeral," Carmen says. "I was hopeless and felt that I would not be able to get well."

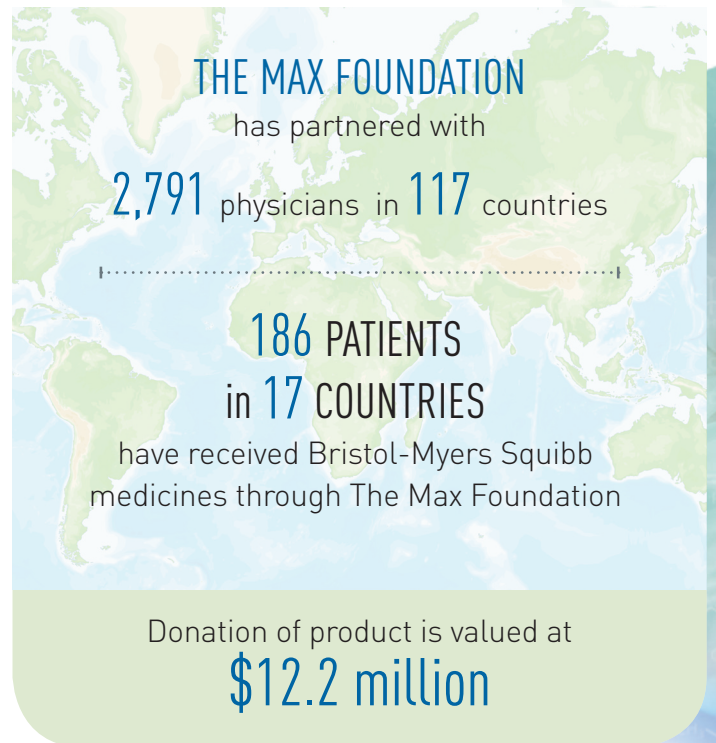
Today, Carmen receives her medicine at no cost, thanks to the efforts of The Max Foundation, an organization whose mission is to increase global access to treatment, care and support of people living with cancer. The Max Foundation was founded in 1997 by the family of Maximiliano "Max" Rivarola, who died at the age of 17 from CML.

We have partnered with The Max Foundation for many years on treatment access and helping to make life-saving medicines available to patients in low-income and lower-middle-income countries such as the Philippines, where Carmen lives.

"The missions of Bristol-Myers Squibb and The Max Foundation are very much aligned," says Cathy Trzaskawka,




The Max Foundation has a full range of global programs and services, all focused on serving people living with cancer.



head of Global Advocacy at Bristol-Myers Squibb. "Together, we are working to help change the lives of CML patients."

Today, The Max Foundation's treatment access model – known as Max Access Solution (MAS) – facilitates product donations from Bristol-Myers Squibb and five other companies to treat CML and other cancers and works directly with a network of healthcare providers to get those treatments to patients.

"The only thing worse than hearing that your loved one has cancer is to hear that there is a treatment, but because of where you live, you can't have it," says Pat Garcia-Gonzalez, Max's stepmother and CEO of The Max Foundation. "By working together with partners such as Bristol-Myers Squibb, we are able to help change that."

Partnering with organizations such as The Max Foundation is just one way we bring our patient-centered approach to life, beyond the discovery and development of innovative medicines. "Bristol-Myers Squibb is not just manufacturing the products that may extend patients' lives, but it's working with organizations to help ensure access to treatment around the world," Cathy says. 



| CLINICAL TRIAL DIVERSITY |

A Fight Against Time

Clinical trials are a critical part of bringing new medicines to patients and are standard practice in cancer treatment of children, teenagers and young adults.

But for both parents and physicians, learning about the full scope of trials available can be a challenge and may even result in disparate patient care. That was the case in France.

Pediatric cancers affect 2,500 children annually in France and claim 500 young lives every year. Across the country, 30 hospitals offer classic, standard-of-care treatment for pediatric cancer; however, if the standard-of-care treatment does not work and the patient needs a medicine available only through a clinical trial, the number of treatment locations is drastically reduced.

The problem worsens if the treating doctor does not work at one of those hospitals and has little to no information about the clinical trials.


To show our commitment to this vulnerable population, we support UpLift International Networks for Kids (U-Link), an organization striving to reduce inequalities in access to treatment for children with cancer in France. Launched by the National Union of Parents' Associa-

tions of Children with Cancer or Leukemia and French Knowledge Society of Pediatric Oncology, U-Link aims to increase awareness of clinical trials in progress and support families who may not be able to afford travel and accommodation to be with their child in a hospital.

"With pediatric cancer, you're always in a fight against time," says Laurence Cam, external relations manager in Immuno-Oncology, Bristol-Myers Squibb. "Before U-Link, there was no central repository of information about clinical trials, so random searches were the only way to get information. Doctors, families and, most significantly, patients were losing valuable time."

The U-Link platform has two points of entry, one for healthcare professionals and another for the general public. All clinical trial protocols are written in plain language to help patients and families understand the treatment.

Before the U-Link website was launched, more than 50 families received financial assistance during the 2017 pilot program. Just days after the official launch, it had been viewed more than 1,500 times.

"We knew from the U-Link pilot program that families and doctors were accessing the information," Laurence says. "People have been waiting for something like this." 

Providing Flexibility when Employees Need it Most

For Ryan and Heather Fischer, 2018 was off to a good start; in January, they welcomed a second daughter, Colette, into their family. The baby arrived just three weeks after our new and extended paid family care leave program went into effect. With dual benefits, the couple is eligible for eight weeks of paid time off each to care for their young family. "When we learned about the new program last fall, I was ecstatic," said Ryan, digital capability manager. He took an initial two weeks of his family leave to help Heather, a forecasting analyst for clinical trials, when the baby was born. "When Heather goes back to work in April, after using her full maternity leave, I'll take another couple of weeks so I have more bonding time with my new daughter." Being able to take time intermittently, as Ryan



is doing, is another hallmark of the new benefit that offers flexibility to take time off for critical life events. Available to all eligible U.S. employees, including hourly workers, it applies equally to new fathers and mothers of birth, adopted or foster children.

In keeping with the company's focus on family, employees who need time to care for seriously ill family members also

benefit from the new Family Leave Program. We took into consideration the needs of our diverse workforce and applied a broad definition of family to include all types of caregivers and family members of all ages who need care. While the parental leave benefits are popular with employees like the Fischers, the majority of employees use the time off to care for seriously ill family members.



inclusion, both within the company and in the communities where we live and work," said Lane Penry, Director, Federal Government Affairs and Policy.

During visits with Congressional members, the PBRG representatives discuss issues uniquely important to their communities, their contributions to the company's global diversity and inclusion initiatives, and their views on different policy issues.

"It was a thrill to go to the Hill and speak to Congress on what we do, share our passion on promoting Asian talent growth and address the gaps in Asian healthcare

internally at BMS and externally via collaboration with large Asian non-profit organizations," said Jing Yang, a member of the Pan Asian Network (PAN).

Adrienne Gonzalez, lead for the Black Organization for Leadership and Development PBRG (BOLD), met with members and staff of the Congressional Black Caucus. At these meetings, she highlighted BOLD's work with Bristol-Myers Squibb research and development organization to broaden and diversify the company's clinical trials. "It was a privilege to represent Bristol-Myers Squibb on the Hill and to speak to the Congressional Black Caucus about what the company is doing to invest in its black talent and to better serve all of our patients," Adrienne said.

Lobbying for Inclusion

The best advocates for key issues of diversity are those who live with the challenges of that community every day. In an effort to help educate lawmakers on issues important to our employees and our company, members of Bristol-Myers Squibb's People & Business Resource Groups (PBRGs) regularly visit Capitol Hill to meet with members of Congress. These "Hill Days" showcase our company's commitment to fostering a more diverse and inclusive workplace and to discuss key policy issues.

"The PBRG Hill Days provide a wonderful opportunity to share with members of Congress the impressive work Bristol-Myers Squibb is doing to promote diversity and



Bringing the Voice of the Patient to Clinical Trials

The design of a clinical trial is about much more than collecting data and testing medicines, it's about the patients who volunteer their time and their bodies in the search for new treatment options.

To ensure the patient is at the center of our sponsored clinical trials in breast cancer, we hosted a Patient Engagement Network meeting, or PEN, bringing together nine women diagnosed with triple negative breast cancer, caregivers, providers and advocacy groups to share insights into their disease with company researchers who are designing a clinical trial. This was our first PEN panel meeting dedicated to understanding the needs and disease journeys of patients diagnosed with triple negative breast cancer, an aggressive form of the disease that affects about 18% of breast cancer patients.

The women's insights will help guide the design of a clinical trial for a new treatment regimen. "Our clinical team came out of the PEN with a new understanding of the challenges and concerns these patients have when they're considering a clinical trial," says Helen Kellar-Wood, Ph.D., Diversity and Patient Engagement lead.

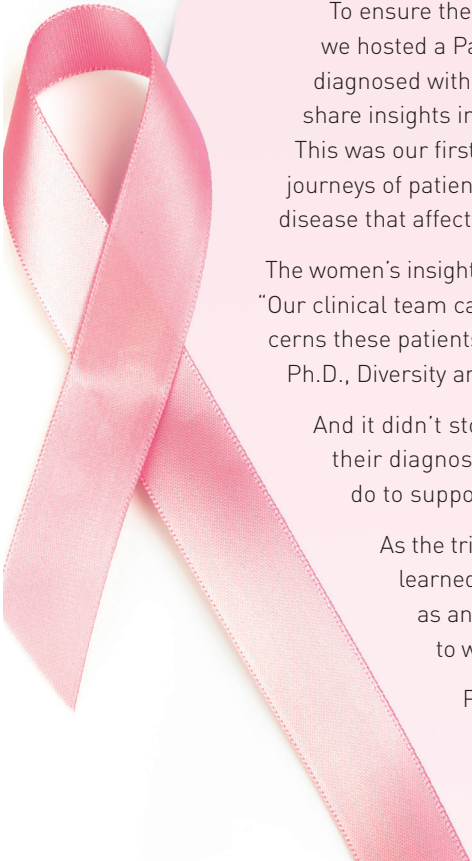
And it didn't stop there. Helen went on to say that, "We also learned how they felt about their diagnosis, how they feel about clinical trials in general and what our company can do to support them."

As the trial is being designed, the clinical team incorporates patient perspectives learned through the PEN discussions. "Transportation to the clinical site was raised as an important consideration, so we'll take steps to ensure that trial sites are close to where there are significant numbers of patients," Helen says.

Patients also asked for information and education materials about immunology therapy to get them "prepared not scared" and to have support materials available for their caregivers.

"The PEN panel provides a unique opportunity for our team to better understand clinical and logistic factors that affect patients most before, during and after treatment," says Kristen Letrent, Pharm.D., Clinical Trial lead, Oncology Clinical Development. "Insights gained from in-depth discussions with patients managing triple negative breast cancer can help us design the very best clinical trials for this patient population."

“ THE TRIAL HAS TO BE CONVENIENT AND IN A COMFORTABLE SETTING. TRANSPORTATION IS A HUGE ISSUE. PATIENT EDUCATION MATERIALS ABOUT THE TREATMENT ARE ESSENTIAL. ”



| GLOBAL DIVERSITY & INCLUSION |



At Bristol-Myers Squibb, Global Diversity & Inclusion is a company priority linked to our People Strategy. Its mission is to create a powerfully diverse workforce and a broadly inclusive culture to bring out the best in every person and advance our company mission to discover, develop and deliver innovative medicines to help patients prevail over serious diseases.

People & Business Resource Groups (PBRGs)

The PBRGs represent eight company-supported groups of colleagues who voluntarily come together around a single dimension of diversity to help drive the company's Mission. They empower our colleagues worldwide to share their unique perspectives and insights to develop talent, enhance our external relationships and drive business performance. To date, there are more than 12,500 members in 44 countries. Several PBRGs have dedicated leaders whose full-time job it is to lead a single PBRG.

25



- | | |
|------------|---------------|
| Australia | Korea |
| BBRC | Moreton |
| Belgium | New Brunswick |
| Brazil | Plaza |
| Canada | Puerto Rico |
| Chester | Redwood City |
| China | Saudi Arabia |
| Cruiserath | Seattle |
| Devens | Syracuse |
| France | Taiwan |
| Germany | Tampa |
| Italy | Uxbridge |
| Japan | |

8



- Brazil
- Chester
- Devens
- New Brunswick
- Redwood City
- Syracuse
- Tampa
- Uxbridge

23



Cultivating Leadership and Innovation for Millennials and Beyond

- | | |
|-----------|---------------|
| Australia | Lawrenceville |
| Belgium | Mexico |
| Brazil | Moreton |
| Canada | New Brunswick |
| Chester | PPK |
| China | Puerto Rico |
| Devens | Syracuse |
| France | Switzerland |
| Hopewell | Taiwan |
| Iberia | Tampa |
| Ireland | Uxbridge |
| Japan | |

12



Differently-Abled Workplace Network

- | | |
|----------------|----------|
| China | Syracuse |
| Cruiserath | Tampa |
| Devens | U.K. |
| Dublin | |
| France | |
| Japan | |
| Korea | |
| Nassau Park | |
| Princeton Pike | |

TRANSPARENCY

Bristol-Myers Squibb maintains an open environment to help build a foundation of trust and respect among our people, our patients, healthcare professionals, stockholders and the public. The company recognizes the vital importance of making information about our medicines available as we continue to seek a better understanding of the needs of our patients and customers. We are committed to maintaining the maximum transparency possible in key areas including clinical trials, grants and giving, interactions with healthcare professionals, investigational compounds, policy and advocacy engagement, political contributions and sustainability.



9



Brazil
Chester
Devens
Ireland
Redwood City
Saudi Arabia
Switzerland
Tampa/NACC
Uxbridge

10



Devens
Redwood City
Syracuse
Tampa
Uxbridge/Chester
Hopewell
Lawrenceville
Nassau Park
New Brunswick
Princeton Pike

12



China
Syracuse
Japan
Tampa
Uxbridge
Redwood City
Chester
Princeton Pike
Lawrenceville
Hopewell
New Brunswick
Devens

6



Devens
New Jersey
Puerto Rico
Syracuse
Tampa
Washington, DC



| BRISTOL-MYERS SQUIBB ACHIEVEMENTS |



100% Score on the 2018 Corporate Equality Index (CEI)

For the 11th consecutive year, we received a perfect score of 100% on the 2018 Corporate Equality Index (CEI), a national review of workplace equality conducted annually by the Human Rights Campaign Foundation.

CareerBliss Happiest Companies in America for 2018

For the second year in a row, we ranked as one of the top 10 happiest companies in America. This award recognizes the top companies from around the nation that are succeeding in building a happier culture for employees.



Dow Jones' 2018 North American Index of Leading Sustainable Companies

We are recognized as one of Dow Jones' 2018 North America Index of Leading Sustainable Companies. Our efforts to promote economic, social and environmental sustainability are core to our company's mission and reflect our ongoing commitment to patients, our employees and partners, the environment and communities around the world.



Military Friendly Company

Bristol-Myers Squibb is recognized as a Military Friendly Company by Victory Media, showcasing the most powerful and effective military programs in the workplace.

2017 Working Mother 100 Best Companies

We are one of the 2017 Working Mother 100 Best Companies — marking the 20th consecutive year that our company has made the list.



2018 Best-of-the-Best Corporations for Inclusion by National Business Inclusion Consortium

For the third consecutive year, we were honored as part of the Best-of-the-Best list of corporations in America committed to diversity and inclusion by the National LGBT Chamber of Commerce (NGLCC), in collaboration with its partners in the National Business Inclusion Consortium (NBIC).



2018 NAFE Top Companies for Executive Women
Named one of the 2018 NAFE Top Companies for Executive Women, Bristol-Myers Squibb was recognized for prioritizing a diverse workplace, including the development and advancement of female employees.



Forbes and JUST Capital's 100 Most JUST Companies

We were recognized as one of the 100 Most JUST Companies in America by Forbes and JUST Capital, based on a survey of Americans that measured worker pay and treatment, job creation, healthy products and communities, environmental impact and more.



2018 Energy Star Partner of the Year-

Sustained Excellence Award
We were recognized as a 2018 ENERGY STAR® Partner of the Year - Sustained Excellence Award by the U.S. EPA and U.S. Department of Energy.



100 Best Corporate Citizens 2017

For the 9th consecutive year, ranked in the top 20 of the 100 Best Corporate Citizens, a leading benchmark for socially responsible investors and other stakeholders published by Corporate Responsibility magazine.



World's Most Admired Companies

We were named to Fortune's World's Most Admired Companies list as part of the magazine's annual rankings. The company was fifth in the Pharmaceuticals category and ranked among the top three pharmaceutical companies for innovation and quality of management.

WHO ARE *you* WORKING FOR?



At BRISTOL-MYERS SQUIBB, we put people at the center of all we do, from the patients we serve to the colleagues who make it all possible. We work every day to discover, develop and deliver transformational medicines to patients. No matter our roles, no matter our functions, we make a difference in people's lives.

Our patients inspire us every day to work harder and to go further. Through our internal engagement program, we connect our colleagues to the patients they are helping and to those who are awaiting new treatment options. We are driven by the knowledge that there is always more to do.

“ DURING THE THIRD ANNUAL PATIENT WEEK CELEBRATION, WE HOSTED MORE THAN 80 EMPLOYEE EVENTS AROUND THE WORLD WHERE PATIENTS AND THEIR FAMILIES VISITED OUR SITES AND SHARED THEIR STORIES. ”





| BRISTOL-MYERS SQUIBB 2018 GLOBAL CITIZENSHIP REPORT |




430 E 29th Street • New York, NY 10016 • 212-546-4000

 www.bms.com

 Bristol-Myers Squibb

 @bmsnews

 Bristol-Myers Squibb

 Bristol-Myers Squibb