

Building a Better Future: Bristol Myers Squibb 2023 ESG Report

Bristol Myers Squibb™

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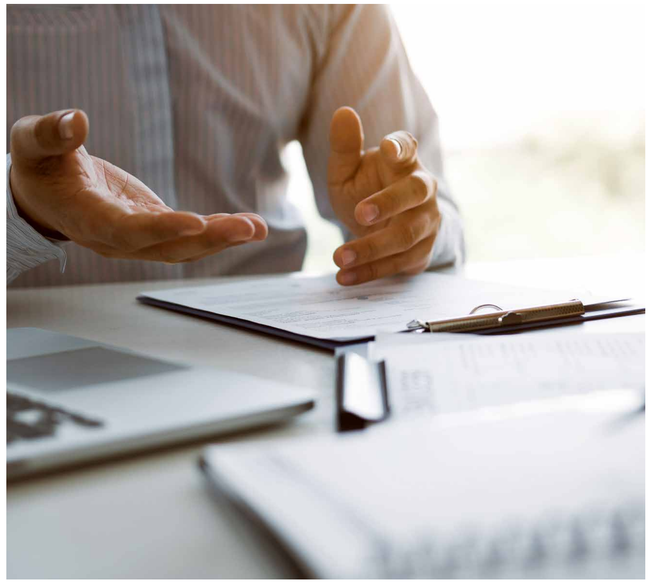
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About This Report

This report describes our performance on Environmental, Social and Governance (ESG) topics, and contains primarily non-financial disclosures covering the period from January 1, 2023, through December 31, 2023.

Certain company updates, such as select signature programs, acquisitions or partnerships launched, announced or approved in the first quarter of 2024, or other ESG information from 2024, may be included in this report.



Reporting Frameworks

Our ESG report is designed to provide increased transparency and additional disclosures informed by leading ESG reporting frameworks and initiatives, including:

- The Sustainability Accounting Standards Board (SASB)
- The United Nations Sustainable Development Goals (SDGs)
- The United Nations Global Compact Communication on Progress (CoP)
- CDP (formerly the Carbon Disclosure Project), specifically Climate Change and Water Security
- The Task Force on Climate-related Financial Disclosures (TCFD)

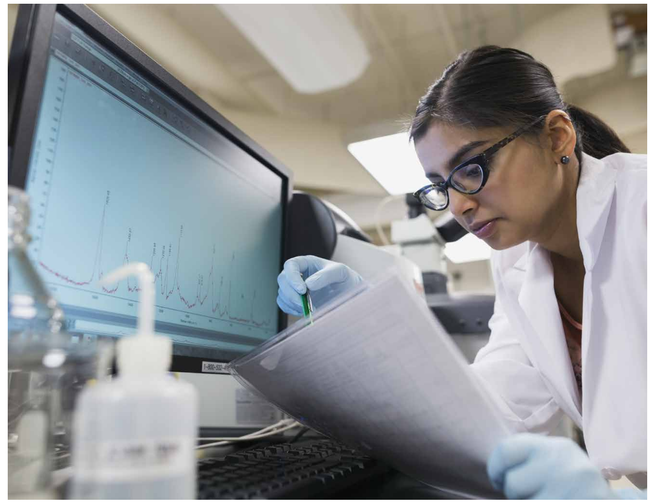
This report was prepared in accordance with the Global Reporting Initiative (GRI). It is also informed by the Biopharma Investor ESG Communications Guidance 4.0, which was developed by the Biopharma Investor ESG Communications Initiative, part of the Biopharma Sustainability Roundtable (BSRT).

We follow the guidance of the SASB's Fundamentals of Sustainability Accounting (FSA) on terminology, and we use the terms "ESG" and "sustainability" interchangeably.

For more information on our governance profile, including the composition of our company's Board of Directors and oversight of strategy and key enterprise risks, as well as our ESG goals and commitments, please read this report in conjunction with our 2024 Proxy Statement.

External Verification

Our Scope 1, 2 and 3 greenhouse gas (GHG) emissions, energy, waste and water data have been externally verified with limited assurance. Additional information on calculation methodologies and assurance certificate can be found in the Appendix.



U.N. Sustainable Development Goals

BMS' mission, vision and values align with the United Nations Sustainable Development Goals (SDGs). We use a transparent process to identify and prioritize the SDGs that are relevant to our business.



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About Bristol Myers Squibb

Bristol Myers Squibb is a global biopharma company committed to harnessing the power of science to address some of the world's most challenging diseases.

At Bristol Myers Squibb, our focus on addressing some of the most challenging diseases globally comes during a remarkable time of unprecedented scientific breakthroughs advancing human health.

We work every day to transform patients' lives through science. Each day, our employees around the world work together for patients—they are at the center of everything we do. They inspire us. They are the reason we come to work each day. We combine the agility of a biotech with the reach and resources of an established pharmaceutical company to create a global leading biopharma company powered by talented individuals who drive scientific innovation.

We are proud of the advancements we have made in oncology, hematology, immunology, neuroscience and cardiovascular disease, and we are dedicated to helping patients prevail over serious diseases through our diverse and promising pipeline and new scientific platforms.

We conduct our global business with the utmost integrity and transparency. We support programs, initiatives and organizations that help improve health; expand research opportunities; promote and expand science, technology, engineering and mathematics (STEM) education; and deliver basic human services to our communities.

As global citizens, **we work sustainably and responsibly to create a positive impact** in the communities where we live and work.

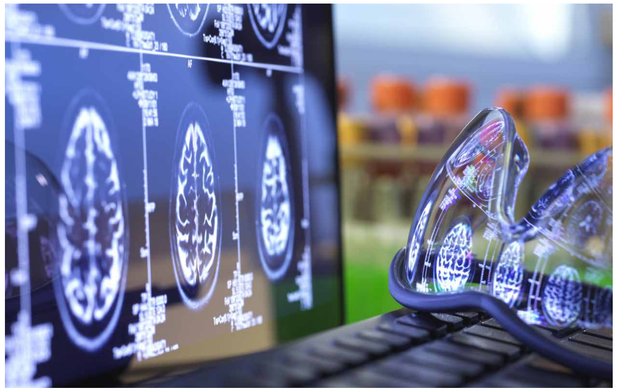
We know that our responsibility goes beyond medicine. We promote health equity globally and strive to increase access to life-saving medicines for populations disproportionately affected by serious diseases and conditions. In addition, we make contributions to the Bristol Myers Squibb Foundation,[1] an independent charitable organization that supports community-based programs that promote disease awareness, screening, care and support among high-risk populations.

Our Focus Areas

- Oncology
- Cardiovascular
- Hematology
- Immunology
- Neuroscience

[1] The BMS Foundation is a separate 501(c)(3) nonprofit entity; Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity.







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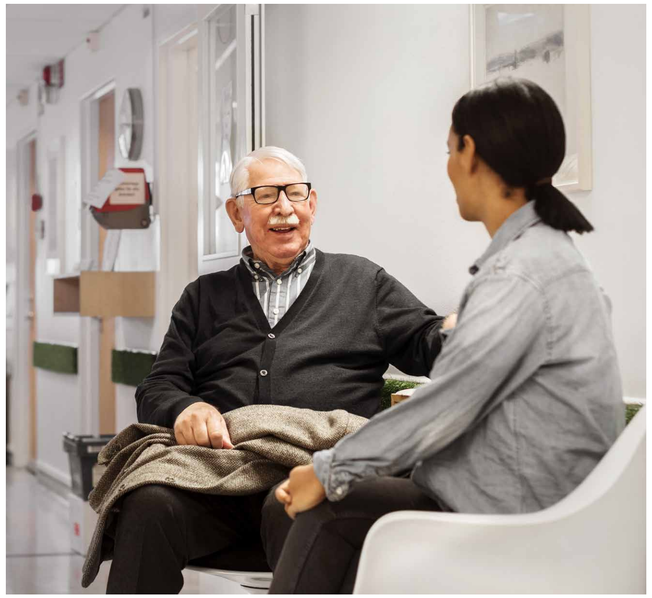
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Our Commitment

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. As a responsible corporate citizen, we seek to actively improve the health of the communities where we live, work and serve. Around the globe, we promote health equity and seek to promote the health outcomes of populations disproportionately affected by serious disease. We believe our diverse and inclusive culture supports better outcomes for all patients and we seek diversity in all aspects of our business.



Our Commitment to Our Patients and Customers

We commit to scientific excellence and investment in biopharmaceutical research and development (R&D) 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 benefits through medicines that improve patients' lives. We strive to make information about our commercialized medicines widely and readily available. We actively seek to improve access to care, advocate for policies that promote health equity, and help underserved patients access and afford the medicines they need.

Our Commitment to Our Employees

We embrace a diverse workforce and inclusive culture. The health, safety, professional development, work/life balance, and equitable and respectful treatment of our employees are among our highest priorities. We commit to ensuring that our colleagues have opportunities for development and advancement.

Our Commitment to Our Suppliers

We believe in the positive economic impact of engaging diverse suppliers. We are committed to working with suppliers that represent the diversity of our employees and the communities where we live and work.

Our Commitment to Our Shareholders

We strive to produce sustained, strong performance and shareholder value.

Our Commitment to Our Environment

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

Our Mission

To discover, develop and deliver innovative medicines that help patients prevail over serious diseases

Our Vision

To be the world's leading biopharma company that transforms patients' lives through science

Our Values

- Integrity
- Innovation
- Passion
- Inclusion
- Accountability
- Urgency

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Letter from Our Board Chair and CEO

At Bristol Myers Squibb, our vision is to transform patients' lives through science.

Since 1887, BMS has enabled positive change for patients around the world, and I am honored to continue this legacy as Board Chair and CEO. Our obligation to advance this legacy is profound. It calls for us to honor and uphold the values and principles that are the cornerstone of our past successes as we write the next chapter in BMS' history.

As we navigate an increasingly complex global landscape, our cohesive strategy, inclusive of our ESG performance, has never been more important. That's why, in 2023, we engaged a number of stakeholders, including patient advocacy partners, shareholders, suppliers, employees, multinational organizations and our Board to understand their views on ESG topics most important to our business and to society. Based on these insights, we evolved our ESG strategy to focus primarily on advancing patient health around the world and fostering a high-performing, inclusive workforce while expanding the boundaries of science and doing our part to reduce environmental impact.

We believe that **scientific innovation** and **our passion for making a meaningful impact** that extends beyond the discovery, development and delivery of innovative medicines **can help patients live longer, healthier lives.**

Advancing Patient Health Around the World

Patients, regardless of where they live, still encounter challenges to accessing medicines and adequate healthcare services. We believe in long-term sustainable solutions to address health inequities globally, and we are allocating specific resources and developing new pathways and models to expand access to patients in low- and middle-income countries (LMICs).

To enable this strategy, we are embedding access considerations as a core tenet across our business, fundamentally changing the way we operate. Our approach ranges from raising awareness about the social burden of medical conditions, to obtaining broader public reimbursement that reflects the value of our innovative medicines, or providing copay assistance to reduce the patient's out-of-pocket burden. In LMICs, for example, we are developing tailored programs to help improve access to our innovative portfolio. Through new pathways we have made access possible to 12 transformative products for patients across 80+ LMICs. Of these, more than 40 are low-income countries receiving products at not-for-profit pricing, or at adjusted pricing that accounts for factors related to ability and willingness to pay. Additionally, we have forged global policy partnerships to help strengthen healthcare systems to better address local needs with the goal of delivering sustainable impacts for patients and communities.



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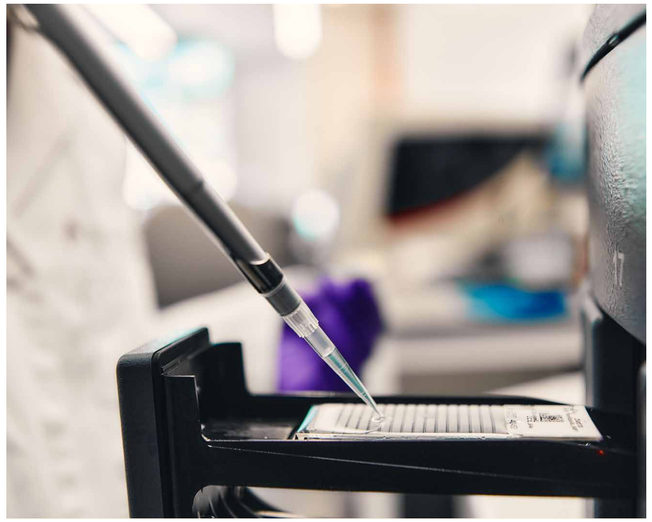
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Expanding the Boundaries of Science

We are committed to scientific excellence and investment in our R&D capabilities to provide more medicines to more patients faster. We leverage our expertise to accelerate drug discovery and development, and we entrust our scientists to drive research and development to reduce the burden of diseases.

We believe we have one of the most diversified portfolios and pipeline in the pharmaceutical industry. Thus, we are uniquely positioned to drive continued innovation and expand treatment options across therapeutic areas based on our differentiated research platforms that include cell therapy and targeted protein degradation.



We have delivered **10** **new medicines since 2019** and have a **growing registrational portfolio.**

These newly approved medicines and those in our near-term pipeline are the result of strong execution and collaboration across every part of our organization. Over the past three years, we have received more than 50 global regulatory approvals.

As part of our commitment, we understand the importance of enrolling clinical trial populations that are more reflective of the real-world population and aligned with the epidemiology of the diseases we study. In doing so, we believe we can better address barriers to achieving health equity and deepen our clinicians' understanding of the safety and efficacy of transformative medicines for diverse populations.

In 2023, **58%** **of clinical trial sites** were located in racially and ethnically diverse metro areas of the U.S.

We know there is much work ahead to broaden these efforts to better understand what diversity in clinical trials means for other countries and across multiple patient characteristics.

Fostering a High-Performing and Inclusive Global Workforce

Our values at BMS—Integrity, Innovation, Passion, Inclusion, Accountability and Urgency—are the foundation of our high-performing, patient-centric culture. Bringing these values to life enables our people to be at their very best so we can deliver for patients.

Cultivating an inclusive and diverse workplace supports our ability to drive innovation. Our goal is to ensure our colleagues', patients' and communities' unique perspectives are heard and valued, and that everyone can contribute to our vision of transforming patients' lives through science. This begins with integrating inclusive practices across all facets of our organization, including our talent and engagement strategy, leadership development programs and online learning platforms.

Supporting the health and wellbeing of our workforce is a top priority at BMS. To ensure we have the appropriate resources in place to meet the current and future needs of our employees, we consistently assess the programs and resources needed to support their physical, emotional, work life and financial wellbeing.

In 2023, we published our inaugural **Task Force on Climate-related Financial Disclosures (TCFD) Report** and submitted our science-based targets to the Science Based Targets initiative (SBTi) for external validation.

As a company, we are aware of our responsibility to minimize the impact of our operations on the environment to preserve the planet for future generations. We have designed and implemented environmental goals—including our goal to achieve Net-Zero emissions in Scopes 1, 2 and 3 by 2050—that not only reflect our science-led, innovation-focused approach, but that also ensure accountability to those we serve through strong governance and transparent reporting practices.

BMS has long been committed to corporate responsibility, and our evolved ESG strategy is the result of the commitment by the entire organization to advance our sustainability. Together, we are building a legacy that combines our rich history with a future of innovation, responsibility and growth.

Thank you for your interest in Bristol Myers Squibb.



CHRISTOPHER S. BOERNER, PH.D.
BOARD CHAIR AND CEO AT BRISTOL MYERS SQUIBB

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Our Approach to ESG

Bristol Myers Squibb's commitment to the health of people, society and the planet

At Bristol Myers Squibb, we understand that the future of our company, employees, communities and the planet are inextricably linked. As a leading biopharma company, our passion for making an impact extends beyond the discovery, development and delivery of innovative medicines that help patients prevail over serious diseases. Through our Environmental, Social and Governance (ESG) strategy, we seek to mobilize our capabilities and resources to positively impact the communities where we live, work and serve around the world.

As we work to transform patients' lives through science, we operate with effective governance, uncompromising quality and compliance, and the highest ethical standards to deliver our mission.

These values have been central to who we are, what we do and how we do it since our company was founded in 1887. We believe that driving long-term, sustainable business value is at the heart of living our purpose, enabling us to be leaders and change agents for generations to come.

Our ESG strategy is interconnected with our company's core strategy by focusing on three core pillars:

Advancing Patient Health Around the World	Advancing patient health around the world by ensuring patients have equitable access to innovative medicines regardless of location or ability to pay See Chapter 2.0 for additional details on our approach		**Patient Access and Pricing**
Expanding the Boundaries of Science	Expanding the boundaries of science by addressing unmet patient needs while ensuring a more inclusive and sustainable future for clinical research See Chapter 3.0 for additional details on our approach		**Product Innovation**
Fostering a High-Performing and Inclusive Global Workforce	Fostering a high-performing and inclusive global workforce by ensuring that our people are at their best so that we can optimally deliver for our patients See Chapter 4.0 for additional details on our approach		**Culture and Inclusion and Diversity**

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- Other Notable Highlights

12M+
people reached through BMS' health equity grants (2020–2023)

26%
racially diverse clinical trial participants, exceeding target goal of 20%

30+
assets in early-stage clinical development

15
consecutive annual dividend increases

92nd
consecutive year BMS has paid a dividend

11
emerging market brands (EMBs) filed

11
approvals in the U.S., the E.U. and Japan in 2023

58%
of clinical trial sites were located in highly diverse areas† of the U.S.

In 2023, **BMS published its first TCFD report**

>80
Low- and middle-income countries (LMICs) have potential direct import (DI) access for 12 BMS medicines

~41%
BMS employees are members of one or more People and Business Resource Groups (PBRGs)

9
BMS celebrated its 9th annual Global Patient Week

~12.3M
patients reached globally††

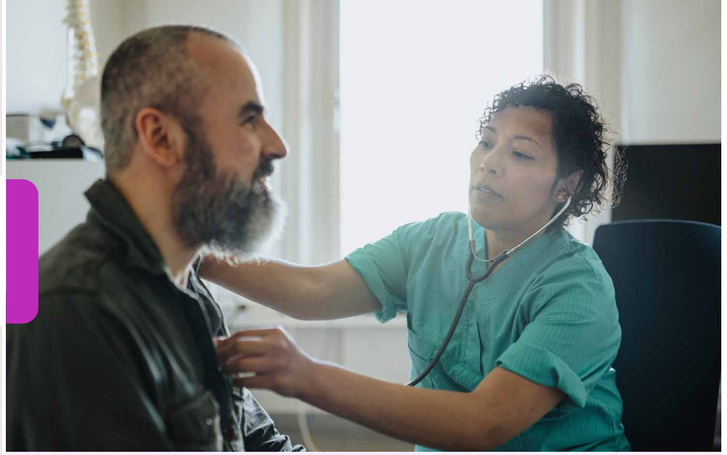
47.4%
of BMS employees at the executive level are female

Nearly 9,000
volunteer hours logged by BMS employees worldwide

BMS announced a **second 15-year Virtual Power Purchasing Agreement (VPPA)** with National Grid Renewables for 145 megawatts of solar energy

† Defined as 30%+ non-white

†† Excluding established brands (Baraclude, Abraxane, Vidaza, Reyataz and Nulojix)



In addition to the three core pillars of our strategy, **ESG is embedded throughout our organization** as described in this report:

- **Ethics and Conduct**
- **Patient Safety and Product Quality**
- **Public Health and Public Policy**
- **Environmental Sustainability**

Our ESG strategy was defined based on a formal assessment of priority issues drawn from our Board of Directors, senior executives, employees, and external stakeholder groups such as patient advocacy organizations, shareholders, suppliers, multinational organizations and academic institutions.

Importantly, we believe ESG can support long-term value creation, and, when needed, we will adapt our business model, so we are best positioned to address the shared challenges that our business, industry and society face on environmental, social and governance issues. We do so with a science-led, innovation-focused approach that is rooted in advancing patient health around the world, expanding the boundaries of science and fostering a high-performing and inclusive global workforce.

ESG Governance

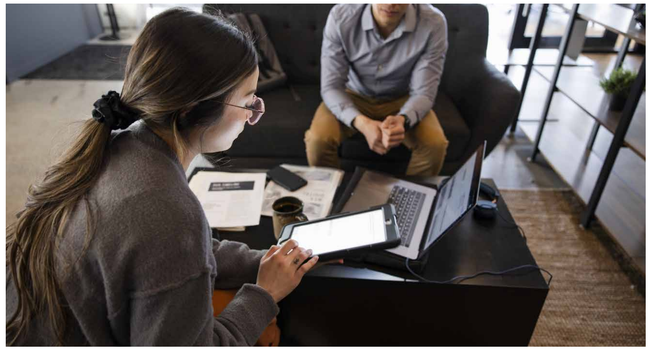
In 2022, we established our ESG Council, a cross-functional management committee that reports to our Board Chair and CEO, our BMS Leadership Team (BMSLT), and the Board's Committee on Directors and Corporate Governance (CDCG) to assist in developing and executing our company's overall ESG strategy.

In addition, in 2022, we bolstered our ESG oversight by publishing our ESG Governance Operating Model. We will continually assess and adapt our governance structure to address the evolving needs of our business and the future evolution of our ESG strategy based on stakeholder assessments.

The ESG Council serves as BMS' primary governance body for all ESG matters and is led by the Vice President of Purpose and ESG in our Corporate Affairs practice.

"We take our obligation to build and maintain trust with our stakeholders very seriously. Our ESG commitments are our pact with society—we hold ourselves accountable to these standards, and to making a meaningful and measurable impact in the communities where we live and work."

CARI GALLMAN
EXECUTIVE VICE PRESIDENT OF CORPORATE AFFAIRS
AT BRISTOL MYERS SQUIBB





Material ESG Topics and Stakeholder Engagement

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For a material ESG topics[2] evaluation, in early 2023, we partnered with a third-party agency and conducted a global, double ESG materiality[3] assessment.

Our objectives were to:

- Understand our stakeholders' views
- Inform our business priorities and ESG strategy
- Identify emerging areas of opportunity
- Enhance risk management
- Increase transparency
- Improve resource allocation
- Inform reporting and disclosures

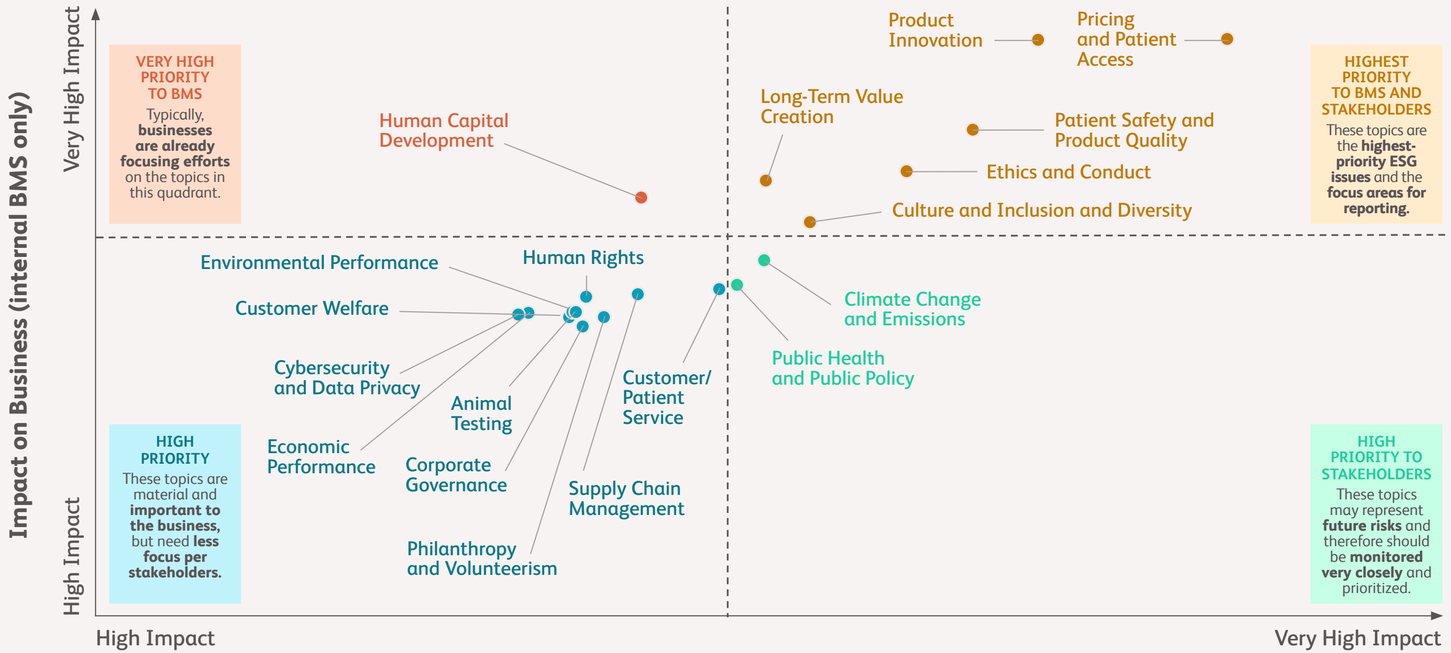
After completing the assessment, we published our 2023 Global ESG Double Materiality Assessment report, which discloses our key takeaways, our objectives, our approach and methodology, and analysis of our results and observations.

Our Material ESG Topics

Overall, the results of our 2023 materiality assessment identified eight ESG topics as the most material. These include the six items in the upper-right quadrant and the two items in the lower-right quadrant of the matrix shown below. The matrix shows Pricing and Patient Access as the number-one-priority ESG topic, which is in line with industry peers.

Importantly, the matrix is dynamic and is reviewed annually as BMS' business and stakeholder expectations evolve, which helps to ensure that we are addressing the most relevant ESG topics, contributing to better risk management and supporting long-term value creation.

Bristol Myers Squibb ESG Materiality Matrix



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

[3] Bristol Myers Squibb's definition of double materiality aligns with the definition outlined in the Corporate Sustainability Reporting Directive's European Sustainability Reporting Standards 1: General Requirements.

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Advancing Patient Health Around the World

Goal Description	Aspirational Goal	Year	Progress as of 2023
Increase number of healthcare providers reached with educational programs	1M healthcare providers	2033	~215K healthcare providers trained or supported
Increase number of patients reached in low- and middle-income countries (LMICs)†	208K+ patients	2033	104K patients reached worldwide
Deliver medicines to patients in high-income countries (HICs)	—	—	7.8M patients reached worldwide
Develop access plans for late-stage assets	100% of all late-stage assets	2024	73% of all late-stage assets have access plans††

Expanding the Boundaries of Science

Goal Description	Aspirational Goal	Year	Progress as of 2023
Expand racially and ethnically diverse patient populations enrolled in clinical trials globally	• Lupus: ≥40% non-white • Multiple Myeloma: ≥20% Black/African Amercian • Pulmonary Fibrosis: ≥26% non-white • Alzheimer's: ≥26% non-white	2026	• Lupus: 34% non-white • Multiple Myeloma: 8% Black/African American • Pulmonary Fibrosis: New Indication††† • Alzheimer's: New Indication†††
Increase number of gender-diverse investigators globally	≥25% female investigators	2024	23% female investigators
Increase number of study protocols collecting sexual orientation, gender identity and intersex status (SOGIIS) data in the U.S.	100% of new study protocols with electronic Clinical Outcome Assessment (eCOA)	2025	61% of potential trial starts (11 of 18 new trial starts in 2023)
Decrease the patient and site burden scores for new study protocols	Patient and site burden scores below peer median	2026	N/A††††

Fostering a High-Performing and Inclusive Global Workforce

Goal Description	Aspirational Goal	Year	Progress as of 2023
Maintain spend with small and diverse-owned businesses	$1B	2025	$1B+
Increase countries outside the U.S. reached with small supplier and diverse supplier programs	30+ countries	2024	35 countries reached
Increase internal talent hires	40% internal hires	2025	31% internal hires
Maintain employee "Inclusive Engagement" myVoice score	72–74	2024	73
Increase participation of global leaders (VP+) in inclusive learning experiences to help progress toward aspirational workforce representation goals (Established for Executive Director level and above (ED+) – 10% Black/African American; 11% Hispanic/Latino – U.S. only)	75%	2025	N/A††††

† Per World Bank definition
†† As of 1Q 2024, we have now reached this goal
††† For new protocols finalized as of January 2024
†††† New goal with progress data to be made available at a later date

Our environmental efforts are outlined in the Sustaining Our Planet and Improving Health chapter of this report.

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Patient Access and Health Equity

At BMS, we support the right to health, and we advance patient health around the world by striving to ensure equitable access to innovative medicines, regardless of location or ability to pay.

Our Approach and Commitment to Advancing Access to Medicines

We believe in long-term sustainable global solutions to address health inequities, and we continue to expand access to patients in low-, middle- and high-income countries.

To deliver on this approach, we are embedding access considerations as a core tenet across our business—fundamentally changing the way we operate. Our approach ranges from private reimbursement that reflects the value of our innovative medicines to assistance in reducing patient out-of-pocket burdens. In low- and middle-income countries (LMICs), we account for ability and willingness to pay and offer not-for-profit pricing. We also consider ways to enable medical centers of excellence in these countries to gain access to our specialty care products.

We recognize that the price and affordability of medicines, as well as the total cost of medical care, are concerns for many people and healthcare systems around the world. That is why our approach to pricing considers: the value our medicines deliver, patient and system affordability, and the scientific innovation and investment required both before and after a product is developed. Our medicines provide value by often providing unmet medical needs, improving patient outcomes and reducing the burden on patients and caregivers—either by reducing costs or improving patients' lives in other ways. This includes fewer sick days, less travel time, and the ability to work or spend more time with friends and family. Many of our medicines stop patients from getting worse and help them avoid being hospitalized.

Our Access and Health Equity Aspirational Goals have placed access to medicines at the center of what we do as we actively seek to improve the health of the communities we serve and do our part to achieve the United Nations Sustainable Development Goals (SDGs).

Goals in these areas include:

Establish access plans for all BMS medicines in 2024

Reach **208K+** patients in LMICs by 2033

Reach **1M** healthcare providers with educational programs by 2033

> "Patients, regardless of where they live, still encounter limited access to medicines. We believe a healthier world is attainable and achievable, and we are focused on long-term, sustainable, global solutions to address health inequities. At BMS, we are actively implementing new pathways and models to expand access to patients in all countries, regardless of income level."
>
> **ADAM LENKOWSKY**
> EXECUTIVE VICE PRESIDENT AND CHIEF COMMERCIALIZATION OFFICER AT BRISTOL MYERS SQUIBB

Our deep history of championing global health equity includes tackling systemic barriers for patients, regardless of income, by developing tailored programs to help expand access to our innovative portfolio. Additionally, we drive efforts to strengthen healthcare with global policy partnerships that deliver enduring impacts adapted specifically to local needs. Our geographic reach continues to expand across the world through a global health equity lens, enabling greater access to patient care.

We endeavor to drive long-term sustainable impact for current and future generations globally. By doing this, we deliver on our commitment to reduce health inequities and to continue to evolve our business to best meet the needs of our patients. Equitable access to innovative medicines benefits patients and society, and ensures that BMS continues to transform patients' lives through science.

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Our Approach to Making Medicines Available in the U.S.

Bristol Myers Squibb believes in the value our medicines bring to patients and society, and their role in transforming care to help patients live longer, healthier and more productive lives. We are committed to helping patients gain access to medicines that help improve quality of life while addressing inequalities and barriers to high-quality, affordable healthcare.

In the U.S., the price of medicines and affordability challenges are influenced by a complex healthcare system. When developing prices, BMS considers costs across the span of a medicine's life cycle. This includes costs from early discovery in laboratories to when it is available to patients, as well as the cost to manufacture and distribute the medicine.

We also consider the costs of our failures. Scientific innovation is risky, and the success of a product allows us to continue research in new areas and to find more uses for existing products. Similarly, BMS accounts for the unpredictable nature of the pharmaceutical business model. While developing initial prices, we consider changes that may be made to prices over time as brand name competitors—and generic options after a medicine's patent period or "exclusivity" expires—enter the market.

In addition, BMS evaluates affordability when developing prices, both from a patient and health system perspective. This includes not only direct patient costs, but also costs to the healthcare system. BMS considers the total cost of medicines to be absorbed by different stakeholders, including insurers, providers and patients. For instance, even if a patient has little direct cost for a medicine, costs may be passed on to them in other ways, such as via higher monthly insurance premiums or limited coverage of other treatments. By evaluating affordability from a system perspective when developing prices, BMS aims to maximize patient access to its medicines.

That said, typically the price a patient pays directly for a medicine is set by insurance companies and the intermediaries that work with them. BMS provides meaningful discounts to these organizations, but these discounts are not generally reflected in the amounts that patients pay when they pick up their prescriptions at the pharmacy counter. On average, 46 cents of every dollar of our gross sales go back into the healthcare system in the form of discounts, rebates, price concessions and fees (hereafter referred to as "discounts" or "gross-to-net [GTN] adjustments"), which lead to lower net prices, but are not accounted for in list prices referenced in media and research.

However, insurance companies may not pass on savings to patients, and some intermediaries may benefit from higher list prices. Additionally, government policies are often disconnected from these types of market distortions. Additionally, more insurers are implementing high-deductible health plans, which force patients to pay out of pocket for a longer period before insurance starts contributing. To combat these barriers, BMS offers numerous patient support programs that can help eligible patients afford their medicines, as well as other resources that can help individuals navigate their treatment and access journeys.

Our support includes helping patients who lack insurance or have inadequate coverage as well as tailored programs to support the needs of patients, and this support varies from product to product.

For example, one of our programs is BMS Access Support®. This program provides help throughout the treatment and access journey, including:

- Benefit verification, so that patients understand their insurance benefits and potential options
- Pre-authorization and appeal assistance, so patients have the opportunity to receive the treatments as prescribed by their physicians
- Coding and billing information to support patients navigating complex insurance benefits
- Copay assistance for qualifying patients, so that patients receive their treatments as prescribed by their physicians

Our 2023 U.S. Pricing Transparency

Although inflation rose by 3.4% in 2023, our average net price decreased by 0.4%. During the year, we provided $26.9 billion in discounts, rebates, price concessions and fees (hereafter referred to as "discounts" or "GTN adjustments") to commercial insurers, government programs, providers, intermediaries and others. This means that approximately 46 cents of each dollar of our company's gross sales went back into the healthcare system. Of the total, approximately half went to Medicare and Medicaid, and 15% went to Veteran Affairs and the U.S. Department of Defense.

2023 List Price vs. Net Price Overview:

+4.4% change in average list price year over year (YoY)†

-0.4% change in average net price YoY††

$26.9B in discounts to the healthcare system†††

Over **46%** of list prices went to the healthcare system to lower costs

† Represents year-over-year change in the average list price or wholesaler acquisition cost (WAC). This is also referred to as the starting price of the product that is set by the company. Metrics provided in "Our 2023 U.S. Pricing Transparency" include all products marketed in the U.S. for which BMS is the holder of the new drug applications (NDAs).

†† Represents year-over-year change in the average net selling price which is WAC less GTN adjustments. This is also referred to as the final cost for the product received by the company after the noted GTN adjustments.

††† The amount of GTN adjustments is estimated by the company and methodologies used may differ from methodologies used by other companies. This data is not audited and should be read in conjunction with the company's filings with the U.S. Securities and Exchange Commission (SEC). For fiscal year 2023, the company reported a consolidated GTN adjustment amount of $29.9 billion in the Form 10-K filed with the SEC on February 13, 2024.

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Some of our treatments, such as cell therapy, are highly specialized and require the expertise and capabilities of highly specialized providers. Recognizing both the promise and the challenges of these advanced, life-transforming medicines, BMS offers support through Cell Therapy 360®, a personalized end-to-end service that helps patients at every stage of their treatment journey. In addition to our traditional access support, we offer the following to eligible cell therapy patients:

- Transportation, lodging and meal support during the time required to be in proximity of the treatment center
- Customized caregiver support with caregiver-directed educational materials and local support resources

Our Commitment to Advancing Patient Education and Health Equity in the U.S.

Disease awareness is fundamental to effective and timely treatment. We prioritize community engagement and outreach to patients, especially those in underserved areas, to help them recognize symptoms and to have access to medicines and our clinical trials. Similarly, BMS helps train and educate healthcare professionals about new treatments and how to extend care to a more diverse or underrepresented patient population. BMS has a legacy of community engagement going back to the early days of clinical research for HIV/AIDS, and we continue to expand our commitment in this important sphere. Below are a few of our current programs to engage, educate and build trust.

Standing in the Gaap

Multiple myeloma is the most common form of blood cancer in Black/African Americans, and it affects them differently and at higher rates than white Americans. Although the type of multiple myeloma that affects Black/African Americans tends to be less aggressive with a better prognosis, these patients have had a smaller improvement in survival, likely due to a lack of access to the same therapies as white Americans. Our Standing in the Gaap initiative was launched in 2015 to reach healthcare providers, patients and caregivers, as well as the broader Black/African American community to raise awareness and improve the quality of care received.

No Time to Wait

In the case of atrial fibrillation (AFib) and deep vein thrombosis/pulmonary embolism (DVT/PE), underrepresented populations are at higher risk. BMS launched a No Time to Wait campaign to encourage symptomatic but undiagnosed AFib and DVT/PE patients to visit their healthcare providers now because timely action can treat these conditions and their increased risk of stroke or sudden death. This campaign was endorsed and launched with 14 organizations. The campaign website has seen more than 15 million site visits since its launch in late 2020. No Time to Wait continues to reach communities affected by health disparities with diverse actors, targeted media and a new Spanish language website.

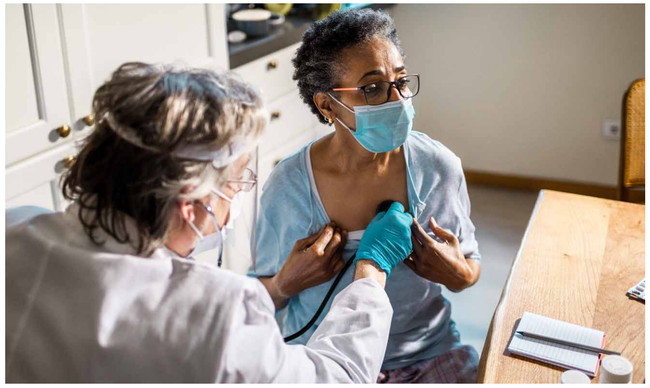
Our Approach to Making Medicines Available Outside the U.S.

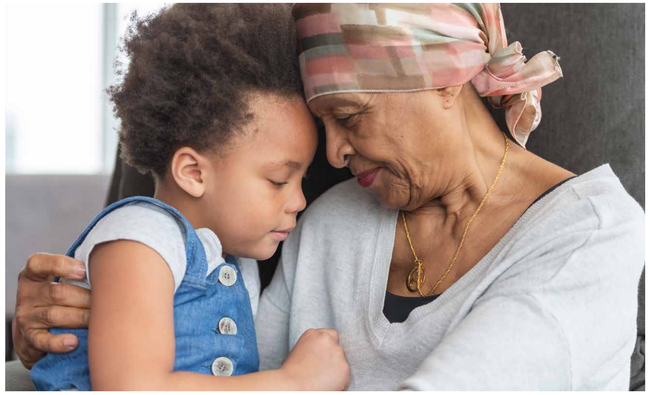
Around the world, an aging population, with people more exposed to chronic diseases, stretches scarce healthcare resources. Geopolitical and socioeconomic pressures, along with the lasting impacts of COVID-19, are placing a strain on healthcare systems.

In the E.U., net spending on medicines has been stable as a share of total healthcare expenditure in most countries for the past 20 years. This is despite many new innovative therapies made available for patients in areas such as cancer, hepatitis C, immunology and rare diseases that previously have had no treatment.

At BMS, we aim to reduce the inequalities in speed of access across the E.U., so that innovation can spread more evenly among patients. We believe well designed policies can reward innovation, drive value and improve patients' access to healthcare.

A tailored approach to pricing that considers local conditions—including ability to pay, the healthcare system, innovative contracting approaches and value assessment—can make a difference. As a shared responsibility, BMS continues to collaborate with industry, regulators and policymakers toward creating better access solutions for patients.





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Reaching Patients in Low- and Middle-Income Countries with Our Medicines

We recognize that low- and middle-income countries (LMICs) represent 84% of the world's population and have grown nearly four times faster than developed nation populations, with a life expectancy now above 70 years.

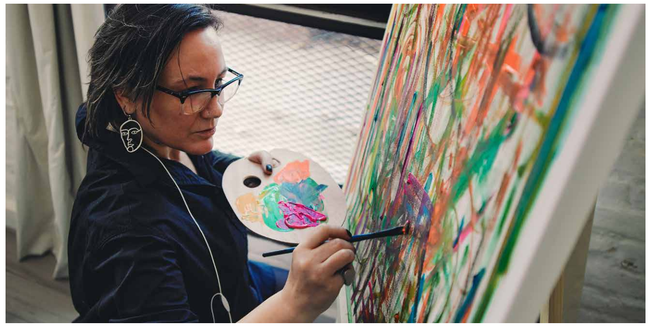
As life expectancy increases, non-communicable diseases (NCDs) become more prevalent, stretching LMIC health systems to new limits. At BMS, we are focused on tackling systemic barriers for patients by developing tailored programs that expand access to our innovative portfolio.

On a global scale, we are enabling timely access to our innovative medicines for patients and creating more equitable access to differentiated, higher-quality treatments that have changed the standard of care and help patients live healthier lives. To ensure sustainable access, our approach within each country is tailored based on the healthcare infrastructure and affordability.

Direct Import Pathway

In countries where our medicines are not registered, healthcare professionals (HCPs) can request medicines for individual patients through our Direct Import pathway, in accordance with local laws and regulations. Through safe distribution channels and a sustainable approach, we enable tailored access to our innovative therapies on a case-by-case basis for patients in LMICs who can benefit. Direct imports are also available to high-income countries (HICs) where we do not have a commercial presence and for unregistered drugs in countries where we have a commercial presence.





Opdivo® Access Pilot Program

In 2022, BMS launched a two-year tailored, tiered-pricing access program for Opdivo, an immunotherapy treatment for cancers (including advanced non-small cell lung cancer) in six lower-middle-income countries and six upper-middle-income countries. As part of this effort, 45+ patients in the pilot countries have gained access to Opdivo as of November 2023. BMS continues to work with local stakeholders to ensure continuation of safe and timely distribution, and to find additional cost efficiencies and mechanisms to support patients and institutions. The Opdivo pilot provided valuable learnings that have helped drive BMS' decision to expand the access pathways.

Direct-to-Institution Imports

BMS is also enabling direct-to-institution (DTI) access in low-income countries and select LMICs to provide wider access to our innovative medicines. The DTI approach is a unique and sustainable pathway designed to provide broader, timelier access to BMS' innovative medicines to multiple patients through collaboration with local institutions in these countries. This pathway enables better adaptability of access to local needs and cost efficiencies to further improve patient affordability of BMS' innovative medicines on the World Health Organization's Essential Medicines List. BMS is partnering with global and local service providers to ensure adequate reach to patients in these countries in a timely and safe manner. HCPs in any of these countries can reach BMS or its local service providers to get access to BMS medicines with safe and timely distribution, along with medical and safety tracking training.

We have focused our initial "fast-track" efforts for DTI in East Africa and Pakistan—where we intend to validate and refine our approach for robust expansion in 2024 and 2025. We have identified additional LMICs in West Africa and Asia for the DTI pathway in 2025 and 2026.

Through the direct import and DTI imports pathways where BMS has limited or no commercial presence, we have expanded access to 12 medicines in 80+ LMICs, using tiered pricing commensurate with affordability. Medicines made available to address current and future unmet needs in cancer and other therapeutic areas include: Opdivo, Yervoy®, Reblozyl®, Inrebic®, Onureg®, Opdualag™, Zeposia®, Sotyktu®, Istodax®, Sprycel®, Baraclude® and Reyataz®.

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Tiered Pricing and Emerging Market Brands

As a company, we understand equitable pricing strategies play a significant part in increasing access to medicines. Regardless of region, product innovation and speed to market are essential.

Our Emerging Market Brand (EMB) strategy aims to tackle serious diseases in LMICs where access and ability to pay are often challenges.

By launching new access pathways in LMICs, where ability to pay is often inherently lower than in developed countries, EMBs provide one approach to improve access and tackle health inequities. EMBs, together with developing stronger policy partnerships and healthcare systems in LMICs, provide faster access to our specialty care portfolio in a safe and timely manner. Our EMB strategy reflects a tiered pricing approach based on the country's ability or willingness to pay. In 2023, we filed a total of 11 EMBs—five of which have received regulatory approvals. We believe this approach strengthens our commitment to global social responsibility and expands our international presence in a sustainable manner.

Strengthening Healthcare Systems in LMICs

At BMS, we support health systems' efforts to innovate and tackle social determinants of health (SDoH) on a broader scale. We prioritize collaborations that enable synergies and promote equitable health outcomes. We provide targeted disease and product support in LMICs to varying degrees, depending on the deficit in existing healthcare capabilities.

BMS is supporting capacity-building training programs for healthcare providers on the prevention and control of cancer and other diseases.

eCancer

Funded in part by BMS, the eCancer Global Foundation provides access to oncology education around the world through offline and online oncology educational resources to promote best practices in oncology, focusing on the global Choosing Wisely initiative. To date, 4,655 HCPs have attended the training events, with 94% of learners reporting improvement in their clinical performance a month after the event. eCancer has also published a comprehensive library of educational videos with leading multidisciplinary experts discussing the factors impacting the key clinical decisions when managing patients with cancer, with a focus on practical advice based on patient scenarios.

C/CAN

City Cancer Challenge (C/CAN) is a nonprofit foundation that supports 14 cities around the world in LMICs to improve access to equitable, quality cancer care. C/CAN's strategic priorities include improving the quality of cancer infrastructure from diagnosis through treatment and enhancing the capacity of health professionals in low-resource settings. This multi-sectoral initiative, which includes working on the ground and providing technical expertise by international specialists, supports cities to design, plan and implement sustainable cancer treatment solutions. The World Health Organization (WHO) is partnering with C/CAN to implement the initiative, and BMS is a core partner supporting the effort through knowledge sharing and funding support. In 2023, the World Health Assembly launched a new project to define indicators applicable to measuring quality of cancer care in LMICs. BMS is the only private-sector partner for this project, which was initiated by C/CAN and the Institute of Cancer Policy (ICP) at King's College London and conducted with the WHO.

In addition, we have supported multiple programs led by nonprofit organizations focused on strengthening health systems by addressing SDoH for patients at risk of, and living with, cancer and hemoglobinopathies. In July 2023, BMS invited organizations to submit proposals for support from BMS for the development and implementation of innovative approaches to address SDoH and to integrate social care and healthcare to reduce health disparities. We focused on countries based on disproportionate cancer incidences and mortality rates, largely driven by geography and, in some cases, a lack of access to medical technologies and HCPs.



Spotlight

Expanding Access for Beta Thalassemia (β-Thal) Treatment in Southeast Asia

β-Thal is an inherited blood disorder that can lead to fewer healthy blood cells, severe anemia or other serious symptoms such as blood clots. There are extremely limited options for patients living with anemia due to β-Thal, and who depend on long-term red blood cell transfusions. In 2023, BMS announced the launch of Rojusna™, an emerging market brand of Luspatercept, in Thailand, to help combat β-Thal. Thailand has the highest prevalence of β-Thal in the world, and, therefore, is an important starting point for our initiative as we expand access to other countries. This milestone launch reflects BMS' commitment to better serve patients in Thailand and Southeast Asia with a safe and sustainable product that treats an often debilitating disorder.

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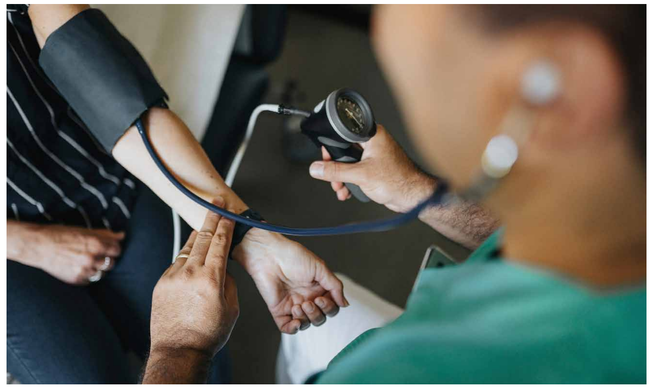
Advancing Health Equity through Education, Partnerships and Advocacy

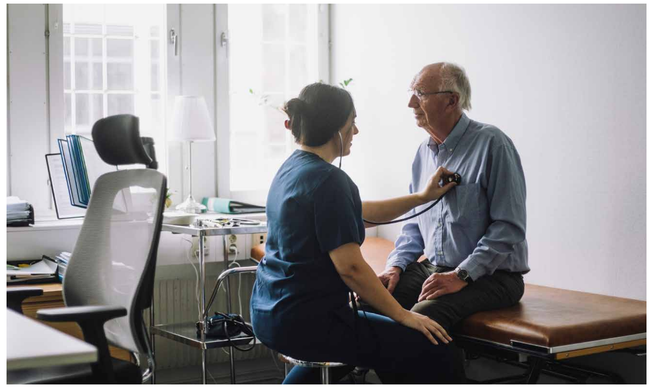
At BMS, we know that no organization alone can drive positive health outcomes for all and aim to work across traditional silos by collaborating with public, private and nonprofit sectors. We incorporate the voices of patients and underserved groups to determine how BMS can more effectively address health inequities. That is why we aim for our policy partner initiatives to have a health equity component and for 50% of our funding for patient advocacy groups to support health equity.

BMS has long been a leader in health-equity-focused collaborations—including Access Accelerated, the largest global collective industry effort—to address inequities in chronic noncommunicable disease (NCD) care in LMICs. This collective effort, which BMS co-founded in 2017 and continues to serve through the Executive Committee, is resulting in government prioritization of NCDs, policy change and mobilization of funding to scale up proven solutions. Since 2020, the Access Accelerated investment and partnership with the World Bank Healthy Lives Fund has allowed dozens of LMICs to leverage more than $3.7 billion in new investments to improve access to noncommunicable disease care.

BMS is also a founding partner with the Access to Oncology Medicines (ATOM) Coalition, an industry coalition establishing an NCD platform to provide broader access to oncology medicines to LMICs.

BMS supports advocacy organizations worldwide in our focus areas of cardiovascular, hematology, immunology and oncology. Our focus through our partnerships and corporate giving efforts is to advance the state of health for underserved communities around the world, striving to create sustainable, scalable health interventions and systems.







In 2023, Bristol Myers Squibb provided **$19.4M** through **277 grants and donations** to organizations supporting patients through projects and programs that address health equity.

Highlights from global grantee reporting (2020–2023) include:

>12M patients reached with services and programs as a result of these health equity grants

an estimated **80,521 individuals trained**

1,211 educational resources and platforms created

2,229 live/virtual educational events held

Public Health and Public Policy

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Globally, communities are struggling to support growing healthcare needs. Challenges include balancing efficiency with quality of care and outcomes, a growing aging population and an increase in people living with chronic conditions. Global healthcare systems must also be ready to respond to disruptions such as large-scale public health emergencies or pandemics. Another major challenge is the lack of universal healthcare coverage, which is a major cornerstone of the U.N. SDGs.

As one of the world's leading biopharma companies, we know that we have a responsibility to help inform and influence public health and public policy to support strengthening healthcare systems around the world. BMS believes we need strong and resilient healthcare systems, which is a shared responsibility that requires partnership among patients, healthcare providers, payers, governments, nonprofits and civil society organizations. We are driving high-impact partnerships globally to help strengthen healthcare systems by prioritizing inclusive innovation and patient access, and influencing global decision makers to advocate for improved and equitable access to care.

Cancer is expected to become the leading cause of death worldwide by 2030, and climate change is among the factors driving cancer cases as the rise in global temperatures disrupts access to care and alters ultraviolet exposure and air quality. Through partnerships like Forum for the Future's Climate and Health Coalition, BMS is helping to elevate awareness and motivate action to address the complex consequences of climate change—including the impacts on global public health.

Public Policy Engagement and Transparency

BMS engages with governments and other stakeholders on an ongoing basis to support public health and fulfill our responsibilities as a global corporation. We meet with officials, take positions on key issues related to healthcare, voluntarily report and disclose our practices, and comply with mandatory non-financial/ESG reporting across material topics such as public policy and climate to regulatory bodies in the U.S., the European Union (E.U.) and other countries in which we operate.

During 2023, BMS created a standard, consistent approach for our position statements and expanded the number of statements to more than 30 on important topics related to healthcare and ESG, including:

- Healthcare Coverage
- Drug Shortages
- Biosimilars
- Clinical Trial Diversity
- Counterfeit Medicines
- Value-Based Agreements
- Global Stem Cell Research
- Digital Health

Intellectual Property, Public Policy and Innovation

Intellectual property rights provide incentives for innovative pharmaceutical research, and this research benefits patients by establishing the basis for the approval of important new treatments for diseases.

In evaluating what intellectual property rights to seek and how to enforce them, BMS considers a number of criteria, including: the extent to which the invention or research contributes significantly to the improvement of patient care; the extent to which the invention or research improves the quality or efficiency of the manufacturing process; whether the invention improves the research process itself; whether the invention or research can provide a return on investment, and if the intellectual property rights sought would benefit the shareholders; and whether the invention or research can provide valuable new information on how better to use existing products to benefit patients.

In resource-constrained settings where health systems are ready to adopt our medicines, we strive to identify solutions that enable the proper delivery and use of medicines. In circumstances in which patients may not be able to obtain adequate access to our products, we must determine whether any intellectual property rights should be obtained—and, if obtained, whether or not these products should be licensed to others and/or made available at a reduced price.

We align our public policy positions and advocacy with our ESG strategy to inspire stakeholder trust, and are committed to transparency and consistency.

The CPA-Zicklin Index of Corporate Political Disclosure and Accountability is the only measure of electoral spending transparency and accountability among the largest public corporations in the U.S.

On this index, BMS received a score of 94.3. As a company earning 90 or higher on the CPA-Zicklin Index, BMS is designated as a "Trendsetter" company.

To that end, BMS does not file patent applications or enforce patent rights in least-developed countries†, low-income countries (LICs)†† or a vast majority of low- and middle-income countries (LMICs).††

† Based on U.N. definition

†† Based on World Bank definition

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Supporting Advocacy Organizations

Being committed to patient advocacy means supporting the patient on the entire journey—from the research and development of new therapies, all the way to the commercialization of medicines. We have a long and productive history of engaging with patient advocacy organizations, working to better understand patients' unmet needs and supporting trusted programs that support those needs. Advocacy groups can provide accurate, up-to-date information for patients and their caregivers, so they don't rely on potential online misinformation.

Highlights of current advocacy programs that we support include:

The Max Foundation, which helps families in Latin America, Africa and the Middle East to have access to life-changing cancer treatments

The Health Education + Reliable Outreach + Empathetic Support (HEROES) Program, offered in the U.S. by the Global Healthy Living Foundation, which trains hair stylists and barbers on how to spot scalp and skin conditions, such as psoriasis, in their clients

The South Asian IBD Alliance (SAIA), which promotes early diagnosis of inflammatory bowel disease, improves access to treatment and dispels the stigma often associated with this disease

BMS Supports Advocacy Organizations Around the World, Including in the U.S.

Therapeutic Area	Organization	Project(s)
Cardiovascular	American Heart Association	Removing Barriers to Equitable Health
	The Balm in Gilead, Inc.	Healthy Hearts Healthy Lives Faith-based Initiative
	Black Heart Association	A Vehicle for Change: Improving Heart Health Across Texas through Mobile Healthcare Services
	The Mended Hearts, Inc.	Empowering Communities for Cardiovascular Health Peer Support Leadership Program Community Leader Heart Failure Education & Support Program
	National Coalition for Women with Heart Disease Incorporated	Communities of Connection for Women's Heart Health
	North American Thrombosis Forum	Empowering Underserved Patients through VTE Support Groups
	Preventive Cardiovascular Nurses Association	Cardiovascular Nursing, Addressing Health Equity and Knowledge-Based Self-Assessment Tool
Hematology	American Society of Gene & Cell Therapy	ASGCT's Biotech Discovery Labs: Teaching Training and Experience
	The Leukemia & Lymphoma Society	The Leukemia & Lymphoma Society and the Veterans Administration: Collaborative Projects to Increase Access to Care among Veterans with Blood Cancer
	Lymphoma Research Foundation	Health Equity in Lymphoma Education and Clinical Trials Program
	MDS Foundation, Inc.	Community-based Health Technologies
	The Multiple Myeloma Research Foundation (MMRF)	Addressing Education and Health Disparities in the Multiple Myeloma Community
Immunology	Color of Gastrointestinal Illnesses	COGI Changing Course: Count Me In(cluded) and Care Connection
	Global Healthy Living Foundation	Promotores Trainer and Patient Navigator Tool to Improve Social Determinants of Health & Disease Outcomes in Hispanic Patients Meeting Patients Where They Are with Prescriptions for Community Health Workers Telehealth Visits
	National Multiple Sclerosis Society	Neurology Desert Mapping: Identifying Care Deserts to Reduce Health Disparities and Address Social Determinants of Health in MS
	Rheumatology Nurses Society	Context is Key: Addressing Social Determinants of Health
Oncology	American Association for Cancer Research	Using Social Determinants of Health to Break Down Barriers between Cancer Research and Underserved Patient Populations
	American Cancer Society, Inc.	Driving Equitable Cancer Patient Outcomes by Addressing the Social Determinants of Health
	American Lung Association	Addressing Lung Cancer Screening and Reducing Barriers to Care among Hispanic/Latino and Black/African American Communities in San Diego, CA
	Association of Community Cancer Centers	Addressing Social Determinants of Health Inequities to Improve Access to Cancer Care and to Expand Clinical Trial Diversity
	Colorectal Cancer Alliance	Cycles of Impact: A Scalable Model for Reducing Health Disparities and Improving Access to Colorectal Cancer Screening in Atlanta
	Crossroads4Hope, A Network of Cancer Support	Integrating Digital and In-Person Psychosocial Support into Healthcare Institutions to Reduce Socioeconomic Disparities

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Bristol Myers Squibb has a strong legacy of giving back to our communities. We support conscientious corporate citizenry and philanthropy efforts that make a positive difference in the world. We are united in a commitment to invest our human and fiscal resources in local areas. Through charitable donations, corporate sponsorships, scholarship and fellowship support, as well as independent patient and medical education, community engagement and employee volunteerism, we help build sustainable and equitable healthcare systems.

Aligned with Patient-Centered Mission

BMS' philanthropic grant funding is aligned with areas of unmet needs in the therapeutic areas of our pharmaceutical portfolio: oncology, hematology, cardiovascular, immunology and neuroscience. Our corporate giving and community engagement supports:

- Patient support services/social determinants of health
- Health disparities research
- Health equity policy and advocacy support
- Diversity in clinical trials
- Equitable access to quality specialty care and treatment
- Disease awareness and educational programs

Community Engagement

BMS is committed to being a good neighbor, supporting and strengthening the communities where our employees live and work. We support programs, initiatives and organizations that help improve health and wellness; promote and expand STEM education; and deliver basic human services through our community giving activities.

Addressing Food and Housing Insecurity

Through financial support and volunteer efforts, we are helping feed and shelter individuals and families in need in our local communities. This includes supporting major food banks with food distribution events; serving meals to families; completing improvement projects at local shelters; and organizing employee-led drives for food, clothing and goods (such as toys, books and household items).



In 2023, BMS provided **~$234M** in corporate giving to fund nearly **6,900** requests from **3,835** unique organizations worldwide.

Building STEM Education Pipelines in Our Local Communities

Support of local community programs spanning from K–12 to college and graduate students is helping develop the next generation of STEM leaders. In addition to supporting grassroots, STEM-focused educational programs and summer camps, BMS also provides mentorship, scholarships and internships to students with low exposure to STEM careers to help them thrive in STEM fields. In several communities, BMS has led the development of career training and apprenticeship programs with local community colleges and universities. BMS employees also volunteer time as classroom speakers and at local science and career fairs.

Helping Neighbors in Need

We provide assistance and outreach to small and diverse members of the community including the homeless, elderly and others facing socioeconomic barriers. This includes coming together in times of great need, such as local disasters and emergencies.

Promoting a Healthy Environment

In addition to contributing to a healthy society through our medicines, we also participate in community cleanup and restoration events.

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The BMS Foundation

The Bristol Myers Squibb Foundation (BMS Foundation)[4], an independent charitable organization, advances health equity for underserved communities. For nearly a quarter of a century, the BMS Foundation has ventured to help those burdened by serious diseases, from the African continent to China and across the Americas. The BMS Foundation embraces innovative approaches that have the potential to reshape the healthcare system.

The BMS Foundation forges alliances with government, nonprofit, academic and private sectors to ignite new possibilities in achieving health equity. The partnerships developed offer more than just financial assistance. The BMS Foundation works with partners to engage local communities and provide guidance, technical expertise, education, infrastructure development, capacity building, healthcare provider training and much more. In its therapeutic areas of focus, and in cross-cutting disciplines like diversity in clinical trials, the BMS Foundation challenges norms to create more equitable and sustainable systems of healthcare delivery—and, ultimately, meaningful change in the communities it serves.

The BMS Foundation defines health equity as individuals and communities around the globe having fair and just opportunities to attain their highest level of overall health. Health equity can be advanced at any point along the continuum of care, including prevention, screening, diagnosis, treatment and disease management.

[4] The BMS Foundation is a separate 501(c)(3) nonprofit entity; Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity.

Spotlight

Robert A. Winn Diversity in Clinical Trials Award Program



The Robert A. Winn Diversity in Clinical Trials Award Program (Winn Awards) is aimed at increasing diversity in clinical trials to reduce health disparities and improve health outcomes. The program was established by the BMS Foundation in 2020 based on a multi-year $100 million commitment, and comprises four awards to help train and support the next generation of clinical trialists. These include the Career Development Award (Winn CDA), two Clinical Investigator Leadership Awards (CILAs) focused on oncology and cardiovascular disease (Winn CILA-Onc and Winn CILA-CV), and the Clinical Investigator Pathway Program (Winn CIPP). The program's vision is to transform the clinical research landscape by training the next generation of clinical trialists on the science of community outreach and engagement to reach patients where they are in their disease journeys.

In 2023, the BMS Foundation and its partners announced the third cohort of 65 physicians joining the 114 early-stage investigator (ESI) physicians who have so far been trained in the Winn CDA. The Winn CDA is a two-year program designed to support the career development of ESI physicians, preparing them to become independent clinical trial investigators engaged in advancing health equity through their research and mentoring. Seven of the Winn CDA Scholars from the first graduating cohort were also selected for the first cohorts of the Winn CILAs in oncology and cardiovascular disease, where they will focus on career and leadership development over an additional three years. The Winn CILA Investigators will also sit on leadership and steering committees, including at the American Heart Association and at the National Cancer Institute's National Clinical Trials Network, to help guide decisions about clinical research priorities at the national level. Additionally, 66 medical students from populations underrepresented in medicine or who have a demonstrated commitment to clinical trial diversity were selected to participate in the second cohort of Winn CIPP, a six-week intensive service-learning externship where they are exposed to clinical research conducted in community-based research centers.

The Winn Awards program represents a transformational approach to addressing diversity in clinical trials and how clinical research to be carried out going forward. Over its first two years, the Winn Awards program has not only expanded and attracted new applicants, but it has also gained support from new implementation collaborators and partners, as well as from new funders, including the VCU Massey Comprehensive Cancer Center; the American Association for Cancer Research; Gilead Sciences; Amgen; Conquer Cancer, the ASCO Foundation; and the American Heart Association.

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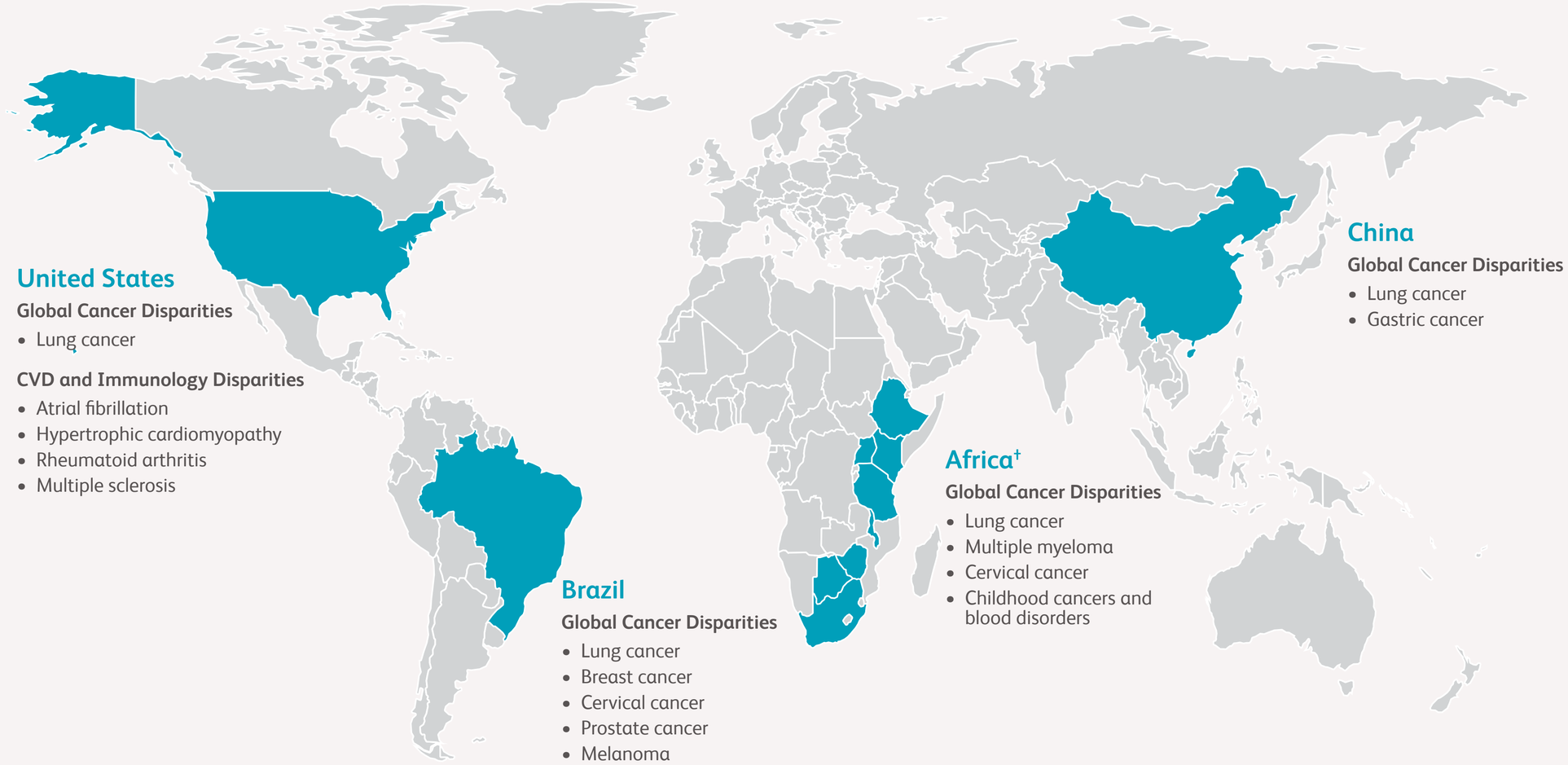
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BMS Foundation Addressing Health Equity Globally

The Bristol Myers Squibb Foundation advances health equity for at-risk populations around the globe.



United States

Global Cancer Disparities

- Lung cancer

CVD and Immunology Disparities

- Atrial fibrillation
- Hypertrophic cardiomyopathy
- Rheumatoid arthritis
- Multiple sclerosis

Brazil

Global Cancer Disparities

- Lung cancer
- Breast cancer
- Cervical cancer
- Prostate cancer
- Melanoma

Africa†

Global Cancer Disparities

- Lung cancer
- Multiple myeloma
- Cervical cancer
- Childhood cancers and blood disorders

China

Global Cancer Disparities

- Lung cancer
- Gastric cancer

† The 10 countries within our African portfolio are: South Africa, Lesotho, Ethiopia, Tanzania, Kenya, Eswatini, Zimbabwe, Botswana, Malawi and Uganda.

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With health equity at the heart of our mission, the BMS Foundation focuses its grantmaking in **four programmatic pillars:**

1. **Diversity in Clinical Trials**
2. **Global Cancer Disparities**
3. **Disparities in Cardiovascular Disease**
4. **Disparities in Immunologic Diseases**

There were **42** new grants provided to strategic grantees by the BMS Foundation in 2023

$51.4M[†] paid by the BMS Foundation in 2023

[†] Total amount to be audited in 2Q 2024

Spotlight



Texas Children's Global HOPE Capacity Building

Launched in 2017 in partnership with the Baylor College of Medicine's International Pediatric AIDS Initiative, Texas Children's Hospital and three African countries, and supported by a $50 million foundational investment from the BMS Foundation, the Texas Children's Global Hematology Oncology Pediatric Excellence (HOPE) program is transforming access to diagnosis and treatment of children with cancer and blood disorders in sub-Saharan Africa. The program strengthens local healthcare infrastructure, in partnership with local Ministries of Health, and builds capacity to effectively provide the multidisciplinary care that is needed to optimally treat childhood cancer. Over 22,000 children have been reached, and more than 6,500 healthcare workers trained, including over 30 pediatric hematology/oncology specialists leading care in 12 centers across six countries. Most importantly, mortality rates have been cut in half among children with cancers and blood disorders in these regions.

New Jersey Safety Net Innovation Program (N.J. SNIP)

In December 2023, the BMS Foundation announced a partnership with the nonprofit Camden Coalition to design and implement an innovative program to build the capacity of essential organizations in the community. The BMS Foundation provided $3.3 million in grants to 11 organizations through an initiative called the New Jersey Safety Net Innovation Program (NJ SNIP), focused on strengthening the healthcare safety net and improving health equity in New Jersey. Recipients are 501(c)(3) nonprofit organizations located in New Jersey that qualify as either a community health center, an essential/safety net hospital or a regional health hub.

"The Bristol Myers Squibb Foundation envisions a world where everyone has access to quality healthcare, regardless of who they are or where they live. N.J. SNIP represents an innovative grantmaking approach to support safety net organizations that know best where the greatest needs are in their communities, and to enable them to provide quality care to underinsured and uninsured patients living in New Jersey, Bristol Myers Squibb's home state."

SANDY LEUNG
EXECUTIVE VICE PRESIDENT, GENERAL COUNSEL
AT BRISTOL MYERS SQUIBB

Product Quality and Safety

Bristol Myers Squibb holds itself accountable for the highest patient safety and product quality standards. Our extensive quality and safety monitoring processes seek to ensure that the integrity of our products and services meet or exceed customer expectations, as well as applicable laws and regulations. We are dedicated to achieving quality excellence through the relentless pursuit of continuous improvement.

We embed quality by design into everything we do. Quality is at the center of our entire product life cycle from our earliest efforts in R&D to clinical and product development, manufacturing, distribution and pharmacovigilance. It is an end-to-end integrated approach to product quality across the enterprise, where all of us play an active and visible role in embedding quality into our culture through our actions and decisions.

We know that, every day, patients around the world rely on our commitment to quality to develop and deliver safe and effective medicines. They are counting on us. For them, our commitment is quality of life.

Quality 365 Program

BMS believes every colleague must have an unwavering commitment to quality, a passion to do work right the first time, and accountability to ensure that BMS products and processes have unsurpassed quality.

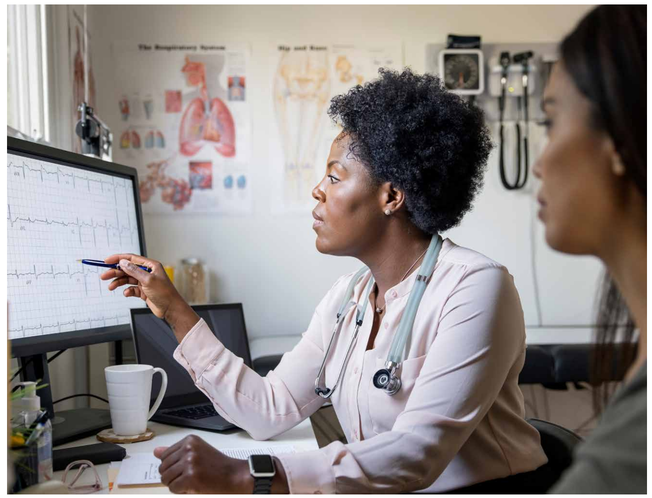
Quality 365 is BMS' employee engagement program, a unifying initiative that embraces quality as a mindset every day of the year. It reminds employees across the enterprise of the shared responsibility we all have to quality—from early development, to manufacturing and beyond—every hour of every day.

Electronic QMS Leads to Faster Commercialization

The faster that pharmaceuticals can move from development to a product—with the utmost quality standards—the faster life-transforming treatment can be in the hands of more patients.

BMS' electronic Quality Management System (eQMS) technology, which we call Infinity (based on Veeva technology), enables us to connect data seamlessly and shorten the time from development to patient availability.

Our single document management system, BMSDocs, is part of the Infinity eQMS system and allows information access and exchange across the enterprise. Our eQMS can be used to pinpoint issues from early development through to distribution. The process of identifying and resolving these in real time allows for a more rapid transfer to the commercial phase and availability for patients. We will continue to apply advanced QMS technology and analytics to further shorten transition time.



"While most companies have a Quality Month, BMS is raising the bar by embracing 'Quality 365'—a year-long commitment to celebrate and uphold our Quality Promise, ensuring excellence every day."

MELISSA SEYMOUR
SENIOR VICE PRESIDENT AND CHIEF QUALITY OFFICER AT BRISTOL MYERS SQUIBB

BMS Quality Promise

Our unwavering commitment to quality is essential to the lives of our patients and critical to the success of the work we do at Bristol Myers Squibb.

Quality is more than any one specific action, process or team. **It is a mindset and way of working** at every level, throughout every function, and as a driver of every decision. Quality is about doing work right the first time, designing our systems and processes in such a way that people can do their best work, and relentlessly pursuing improvements in how we do it.

We see quality as a **positive force that benefits our patients**, our employees, and our company. It's an enduring promise—quality for life.

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Quality Leadership and Organization

BMS is committed to providing the highest-quality products and services and to fostering excellence in science and innovation. We are dedicated to providing products and services that meet or exceed customer expectations and applicable laws and regulations, utilizing an end-to-end Quality Management System (QMS), governance structure, and appropriate resources to ensure system effectiveness and continuous improvement.

The BMS Quality Management System comprises four foundational elements that center around our patients and deliver on our Quality Policy and Quality Promise: operational excellence, organization and culture, processes and procedures, and digital quality.

BMS' Global Quality Organization, led by the Chief Quality Officer (CQO), provides objective quality oversight across the full product life cycle. The CQO is directly responsible for defining the BMS Quality Policy, coordinating its implementation across BMS entities, and ensuring compliance with applicable regulatory and company requirements. The CQO reports to the head of Global Product Development and Supply with a dotted-line reporting relationship to the Chief Executive Officer (CEO) and Board of Directors.

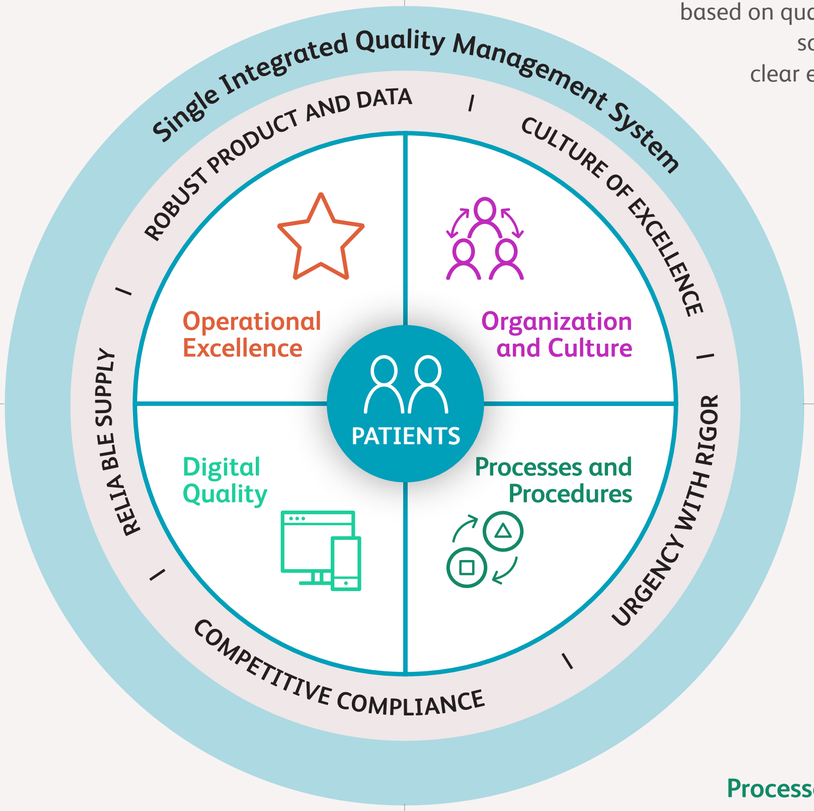
In recognition of leadership across the pharmaceutical industry, Melissa Seymour, BMS' Chief Quality Officer, was recently named chair-elect of the Parenteral Drug Association, which advances pharmaceutical/biopharmaceutical manufacturing science and regulation.

Operational Excellence

We pursue a mindset of continuous improvement by leveraging data and analytics to inform overall quality performance and driving necessary improvement actions.

Organization and Culture

We embody a culture of excellence that drives quality across the organization, with defined management responsibilities and governance structures that enable decision making at the right levels based on quality risk assessment, science and data with clear escalation pathways.



Digital Quality

We implement robust and integrated electronic systems designed to reliably and consistently drive quality outcomes reinforced by our QMS process architecture.

Processes and Procedures

Our Global Process Owners design and implement end-to-end processes across the full product cycle. These processes are translated into an effective Good x Practice (GxP) document hierarchy supporting clear roles and responsibilities and process executions.

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Smart Quality Initiative

BMS' Smart Manufacturing Quality program focuses on information and event-driven, efficient and collaborative orchestration of business, physical and digital processes to increase adoption of digitization, and to leverage cutting-edge technology, artificial intelligence (AI) and process automation to drive error reduction:

- **Automated Product Market Compliance** will deliver integrated change control, automated product releases, and attribute-based allocation and planning in order to support systematic product market compliance and product supply throughout the supply chain
- **Laboratory Management Systems Integration** standardizes digital platforms and processes for integrating laboratory management systems into the Enterprise Resource Planning (ERP) system to expedite batch releases

We provide our people with real-time data on production and quality processes to improve productivity and reduce the risk of errors or accidents:

- **ERP Execution Optimization**
  Ensures fit-for-purpose digital solutions and supports modality agnostic facility design
- **Manufacturing Execution System (MES)**
  Maximizes compliance to process specifications for internal manufacturing sites
- **Shop Floor Data and Technology Enablement**
  Digitally augments and puts more real-time information into the hands of those working on the shop floors of BMS manufacturing plants to facilitate decision making and increase efficiency

Ensuring Vendor Quality Across Our Supply Chain

BMS has implemented a Supplier Quality Module, creating a single authoritative source for Good x Practice (GxP) vendor-related information for the BMS enterprise containing single-source, standardized and verified GxP vendor data, certificates and licenses across the organization, providing an enterprise digital solution to manage the GxP Vendor Management Life Cycle. This process:

- Provides traceability of GxP vendors to products, subcontractors and materials
- Enables a permanent inspection readiness and compliance posture
- Streamlines, verifies and standardizes vendor information across the enterprise, ensuring that good data governance practices are established
- Integrates related vendor documentation (e.g., quality agreements, certificates and licenses) with vendor information

In addition, BMS maintains a robust, closed-loop, risk-based audit process as part of the oversight model to ensure supplier quality across the product life cycle. Approximately 700 supplier audits are conducted per year, covering:

- Contract manufacturers and laboratories for clinical and commercial products
- Regulatory starting materials (RSMs), intermediates, active pharmaceutical ingredients (APIs) and drug substances
- Distribution centers, warehouses and transport services
- Solvents, reagents and processing aids
- Alliance partners
- Good Manufacturing Practices (GMP) service providers (e.g., pest control services)
- Information technology (IT) application and service providers
- Internal systems, IT, study and protocol audits
- Clinical research organizations, clinical investigator sites, licensing partners

Product Quality Testing

Our comprehensive quality control program covers all aspects of production operations, from raw materials to finished products, including the monitoring of the production environment. Tests ensure that raw materials, intermediates and active ingredients meet quality standards, contributing to the production of safe, effective and high-quality pharmaceutical products. During production, manufacturing samples are collected and analyzed to ensure that the manufacturing process progresses as expected, and that final pharmaceutical products meet predefined quality standards and specifications.

Our finished products pass several chemical, biochemical, microbiological and physical tests to ensure that they meet predetermined quality standards before being released for distribution. These tests assess various aspects of each product's identity, purity, potency and overall quality to confirm compliance with regulatory requirements, the submitted license and specifications. Common quality control (QC) tests include assays for active ingredients, tests for impurities, assessments of dissolution rates, microbiological and potency analyses, and physical characteristics evaluations. These tests ensure the product safety, efficacy and consistency of our medicines.

A subset of the medicine's attributes is also tested periodically over time to ensure stability. These stability tests support product identity, purity, potency and overall quality over time, throughout the medicine's shelf life.

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In addition to our rigorous internal product quality testing, BMS is prepared for ongoing external health authority inspections, and we are dedicated to continuous improvement and learning from these valuable interactions.

Worldwide Patient Safety at BMS

BMS places our patients at the center of everything we do. To safeguard patients, we aim to assure the safe use of medicines and to ensure that the benefits of medicines exceed risks. We monitor the safety profiles of medicines throughout their life cycle—from clinical trials through the pre-launch phase and post-market phase. Monitoring safety information is part of the science of pharmacovigilance (PV) and is governed by Health Authority regulations such as those from the U.S. Food and Drug Administration (FDA), the E.U.'s European Medicines Agency (EMA), and Japan's Pharmaceuticals and Medical Devices Agency (PMDA).

At BMS, our pharmacovigilance department, called Worldwide Patient Safety (WWPS), oversees patient safety by collecting, reporting and monitoring safety information and evaluating the risks/benefits for our medicines. Safety information can be categorized as adverse events and other unwanted outcomes during the use of any of BMS' products. All BMS employees who become aware of safety information are responsible for reporting it to WWPS via www.globalbmsmedinfo.com.



Known External Collaborations in Patient Safety

TransCelerate BIOPHARMA INC.

DIA DEVELOP INNOVATE ADVANCE

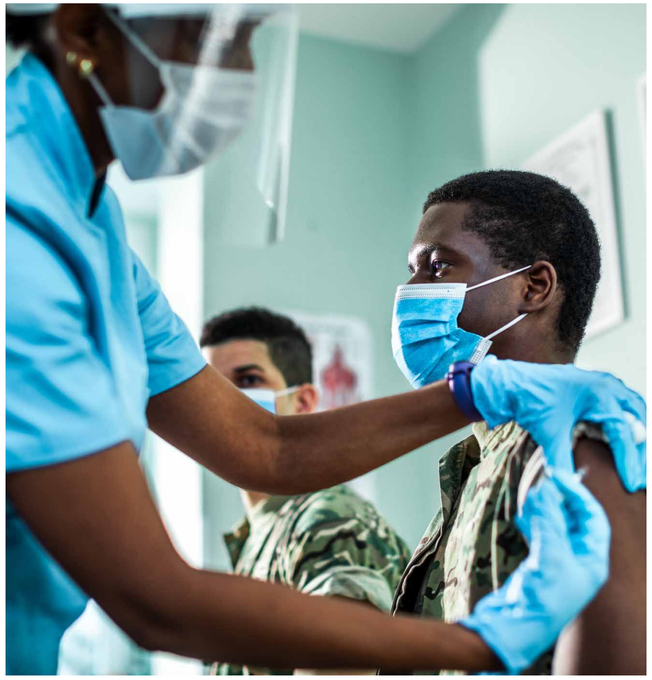
RIC REMS Industry Consortium™ Innovating Patient Safety. Mitigating Risk.

efpia European Federation of Pharmaceutical Industries and Associations

DILI DRUG INDUCED LIVER INJURY

THE ANTIRETROVIRAL PREGNANCY REGISTRY

ISoP INTERNATIONAL SOCIETY OF PHARMACOMETRICS



BMS Worldwide Patient Safety has a **robust and proactive framework** that supports the execution of key safety-related processes designed to identify, characterize, prevent and/or minimize risks associated with BMS products.

- **Individual Case Safety Report (ICSR) Processing and Safety Analysis**
- **Periodic and Aggregate Reporting**
- **Safety Signal Management**
- **Safety Risk Management**
- **PV System Master File (PSMF) Maintenance**
- **Important and Urgent Safety Concerns (IUSCs)**
- **Quality Management System (QMS)**

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BMS Patient Safety Life Cycle

Discovery	Pre-Clinical	Clinical Phase I–III	Regulatory Approval and Post-Approval
• Identifying populations to be enrolled in clinical development process • Defining natural history of disease • Defining epidemiologic profile of potential comparators • Market segmentation and sizing • Initiating pre-marketing risk assessment		• Conducting natural history of disease studies • Planning of Risk Management Plan (RMP) document • Identifying patient reported outcomes • Contributing to pre-marketing risk assessment • Reviewing clinical trial protocols • Evaluating safety signals • Contributing to RMP document • Supporting drug approval submissions	• Evaluating safety signals • Implementing and evaluating risk mitigation strategies • Supporting lifecycle management by providing data for new indications and long-term outcome studies

Clinical/Registry Studies | Insurance Claims Records | Survey Findings | Pharmacy Claims Records | Genomic Data | Electronic Medical Record Databases

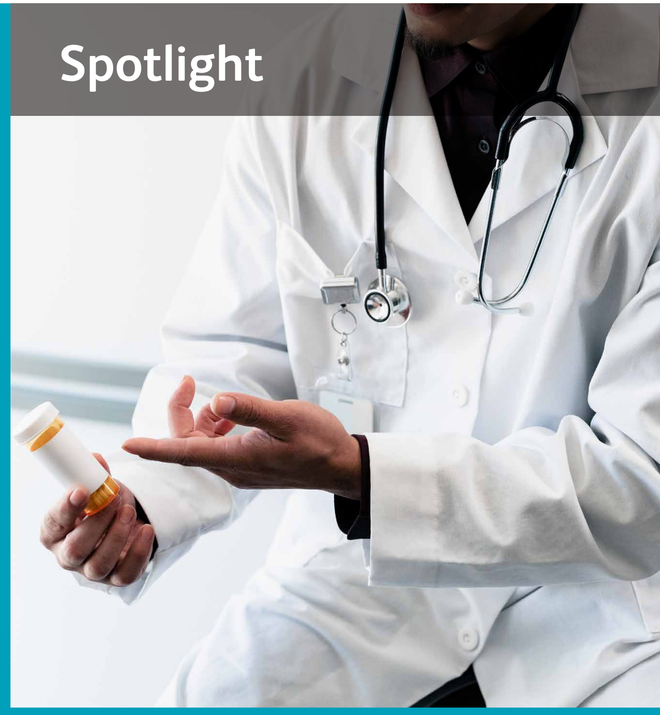
Safety through REMS + Drug Benefits

Risk Evaluation and Mitigation Strategy (REMS) is an FDA-mandated risk management plan that requires tools beyond the package-insert prescribing information for certain medications to ensure that the benefits of a drug outweigh the risks. At the end of 2023, there were 65 medications in total with REMS requirements, and six of those pertain to BMS products. No two REMS are exactly alike, although they share common structures and requirements. We manage robust REMS programs that contain elements to assure safe use (ETASU) for:

- Immunomodulatory drugs (IMiDs) Revlimid® and generic lenalidomide, Pomalyst® and Thalomid®. These are used primarily to treat patients with plasma cell cancer and multiple myeloma. Our REMS programs are intended to prevent the risk of embryo-fetal exposure from these products, and to inform healthcare providers, patients and pharmacies about the serious risks and safe-use conditions for our REMS products.
- Breyanzi® CAR T cell therapy treats patients with lymphomas, and Abecma® treats patients with multiple myeloma. Our REMS programs for these medicines are focused on mitigating the risks of cytokine release syndrome (CRS) and neurological toxicities.
- Camzyos® treats patients with obstructive hypertrophic cardiomyopathy (HCM). Our REMS program is intended to mitigate the risk of heart failure due to systolic dysfunction.

We believe that patient safety risks are dramatically reduced when transparency, integrity, urgency and accountability underpin decision making. To support this, BMS has dedicated REMS program websites and educational materials with safety information, as well as a patient smartphone app to make REMS tasks easier to complete. We publicize our REMS programs on bms.com and in this ESG Report. Since initial approval of our first REMS program for Thalomid in 2010, BMS has been successful in meeting our REMS goals for the past 14 years.

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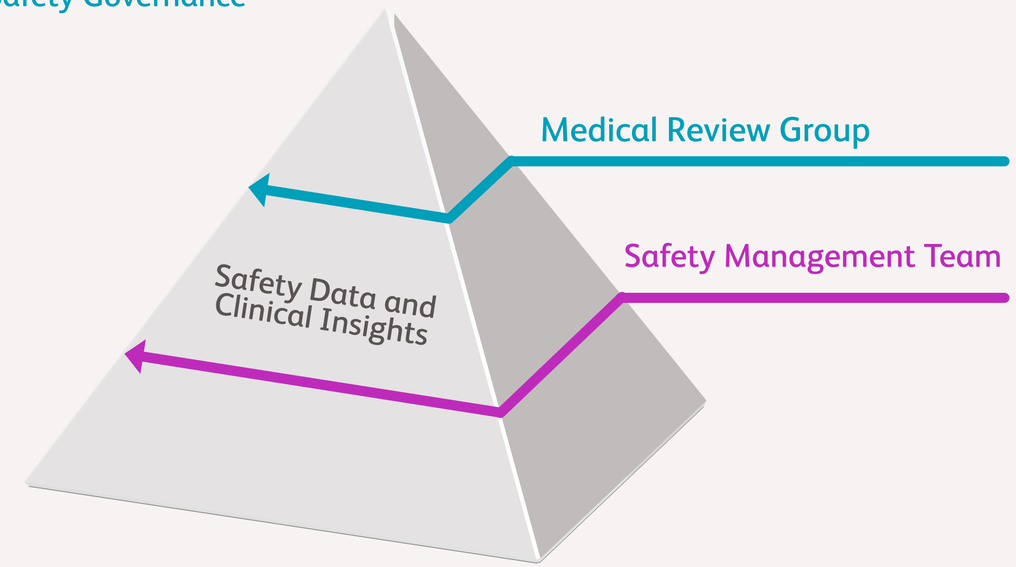
To perform pharmacovigilance activities, safety information associated with BMS products is collected as a critical activity to ensure patient safety. Collection of safety information is vital for identifying the potential hazards associated with pharmaceutical products and for minimizing the risk of any harm that may come to patients. Submission of Individual Case Safety Reports (ICSRs) associated with BMS products, as required, is an additional critical activity for ensuring patient safety as new and important information is shared with regulators and others.

Another key part of WWPS, safety signal detection, is a set of activities performed for an active pharmaceutical substance or a medicinal product to determine whether there are new signals of adverse effects, or if a known adverse drug reaction has changed in nature, severity or frequency. WWPS conducts signal detection activities on a continuous basis and reviews signals with a dedicated, product-specific, cross-functional Safety Management Team.

Signal detection includes the review of safety data from the clinical database(s), corporate safety database, medical and scientific literature, and other sources (e.g., the FDA Adverse Event Reporting System, the EudraVigilance data analysis system, electronic health records, and claims data) that may be applicable depending on the product and phase of development.

BMS maintains proactive signal detection and management processes to identify and manage risks associated with BMS products for the safety of patients. BMS provides clear and timely communication of outcomes, recommendations and actions related to safety signals to internal and external stakeholders to support further action per local regulations. At the time of product approval, BMS risk management plans may include additional risk minimization measures such as Risk Evaluation and Mitigation Strategy (REMS) programs in the U.S., which are submitted to the health authority.

Safety Governance



Medical Review Group (MRG)

This is the most senior medical safety commitment at BMS, and decisions are made on actual or potential safety issues that could result in a significant change in risk/benefit balance, or that might impact a trial program, labeling, or first-in-human (FIH) dosing, etc.

Decide
23 decisions across the MRG for the year

Safety Management Team (SMT)

Safety physicians lead clinical, medical, safety and regulatory experts in risk/benefit decisions.

Lead
105 SMTs across BMS assets

Implement
209 currently approved Risk Management Plans (RMPs) globally across 31 products

Safety Data and Clinical Insights

We collect safety information from spontaneous reports, clinical trials, literature, etc., and evaluations using signaling techniques across 45+ marketed assets.

Collect
On average, we assess >500K potential adverse events (AEs) per year

Evaluate
10,000+ safety flags in 2023, and identified ~50 potential safety signals

Submit
~470 aggregate reports per year

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Resiliency to Reduce Drug Shortages

BMS is actively working to strengthen the resiliency of our supply chain and prevent drug shortages. BMS has established a forward-looking supply risk assessment process that enables the identification and mitigation of near- and long-term issues. We also proactively collaborate with health authorities to ensure the availability of our products.

Our Product Shortage Prevention plan is reviewed at a minimum annually and includes a range of multi-option mitigation strategies such as safety stock policy renewal, reduction of lead time and alternate source allocations to ensure the continuity of supply for our products. Our goal is to minimize the impact of any potential supply disruptions and to ensure that our patients have uninterrupted access to the medicines they need.

Synthetic Alternatives to Animal-Derived Reagents

Our mission to develop and deliver innovative medicines comes with an obligation to ensure they are safe and efficacious. As part of that obligation, BMS employs industry-standard microbial testing on injectable medicines prior to making them available to patients. One set of tests uses limulus amebocyte lysate (LAL) reagents, derived from horseshoe crab blood, to detect endotoxins. Endotoxins are released by bacteria and have toxic effects on the human body, which can lead to complications that range from nausea, vomiting and diarrhea to intravascular coagulation and organ failure.

BMS takes seriously our responsibility for the ethical treatment of animals required for use in research and manufacturing, employing the 3R principles (replacement, reduction and refinement) of animal research: replacing animals with other methods when available, giving serious consideration to the reduction of animals used, and ensuring that there is ongoing refinement of procedures to enhance animal welfare.

As society increases the attention on natural capital, BMS is pleased to be part of an effort that potentially will contribute to circularity and nature-positive outcomes. We support, and are encouraged by, the recent innovations in the development of synthetic alternatives that could potentially reduce or eliminate the need for LAL reagents in endotoxin testing.

We are working to determine the best path forward and have been actively evaluating current synthetic alternatives, while continuing to fulfill our safety obligations to patients. As a result of our diligent evaluation, we are able to commit to the use of synthetic alternatives to LAL reagents for new medicines in our development pipeline. In addition, we have begun the process of developing the method to transition water testing at our manufacturing sites, which is a large percentage of LAL testing, to synthetic reagents.





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Anti-Counterfeiting and Illegal Trade

Our goal is to provide our customers with safe, effective, high-quality products. Our strategy to achieve this is twofold: to eliminate product tampering, theft or diversion within our supply chain, and to tackle the counterfeiting of our medicines that takes place in the wider supply chain. We have multiple and diverse efforts in place to strive to ensure the integrity of our products within the global supply chain and to further patient safety:

- We have an integrated team that addresses all threats to product security, including counterfeiting, product tampering, theft and diversion.
- Our security technologies and processes, such as serialization, enables us to track and trace. We also utilize packaging features that enable us to better detect counterfeits. All these measures help secure the legitimate supply chain for our products.
- BMS partners with vendors who monitor the dark web for potential counterfeited or diverted drugs.
- We participate in industry coalitions and organizations addressing this threat, and collaborate with supply chain partners and law enforcement agencies to tackle it. These include:
  - Global health authorities such as the FDA
  - International agencies such as the International Criminal Police Organization (INTERPOL) and the World Customs Organization (WCO)
  - The Partnership for Safe Medicines
  - The Pharmaceutical Security Institute

Our teams work closely with law enforcement, national regulators and the World Health Organization (WHO), and—where appropriate to the circumstances of an investigation—will assist the authorities to alert patients and healthcare professionals to specific risks and advise on how to mitigate them. Parallel work also takes place with those same authorities and supra-national organizations such as the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) Fight the Fakes Alliance, the Partnership for Safe Medicines, and the Pharmaceutical Security Institute to more broadly educate consumers and healthcare professionals on the dangers of counterfeit medicines.

Industry Leadership

BMS has a well-established, industry-leading program in product security. We are proud to have industry experts as colleagues—including, but not limited to, the following individuals at BMS:

- Amy Lyons, BMS' head of Corporate Security, is Chair of the Pharmaceutical Security Institute, and is the only pharmaceutical representative on the U.S. Department of State's Overseas Security Advisory Council.
- Simeon Wilson, BMS' Senior Director of Corporate Security, is a recognized international expert whose work in investigating counterfeit and diverted medicines has been profiled by news agencies around the world over the past 20 years. He has received an Outstanding Service Award from the U.S. Department of Justice and a commendation from INTERPOL.

Protecting patients from the dangers of counterfeit medicines is an area in which pharmaceutical companies openly share information and expertise with each other and with law enforcement. This work often takes on a cross-border and international dimension, and so the ability to share information across multiple jurisdictions and countries is key. BMS is a trusted partner in this important work.

Partnership with International Law Enforcement

During 2023, BMS worked with peer companies, private investigators and law enforcement to investigate factories overseas that were manufacturing counterfeit products that were being distributed around the world. Through this major effort, authorities executed numerous search warrants and were able to shut down the criminal operations. This collaborative effort prevented the suffering of patients who would have received a harmful or ineffective product.

BMS is not just reactive to complaints, but also has proactive programs like those that scan websites for listings of BMS products that have been counterfeited or diverted.

A team of cross-functional investigators and analysts put a case together and pass it on to the relevant law enforcement agencies of which there may be more than one and in more than one jurisdiction. The goal throughout remains the same: safeguarding patients, our reputation and the integrity of our brands.

3.0 Expanding the Boundaries of Science

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Innovation and Inclusion Expand Treatment Options

Bristol Myers Squibb is expanding the boundaries of science. We do this by addressing unmet patient needs while seeking to ensure a more inclusive and sustainable future for clinical research.

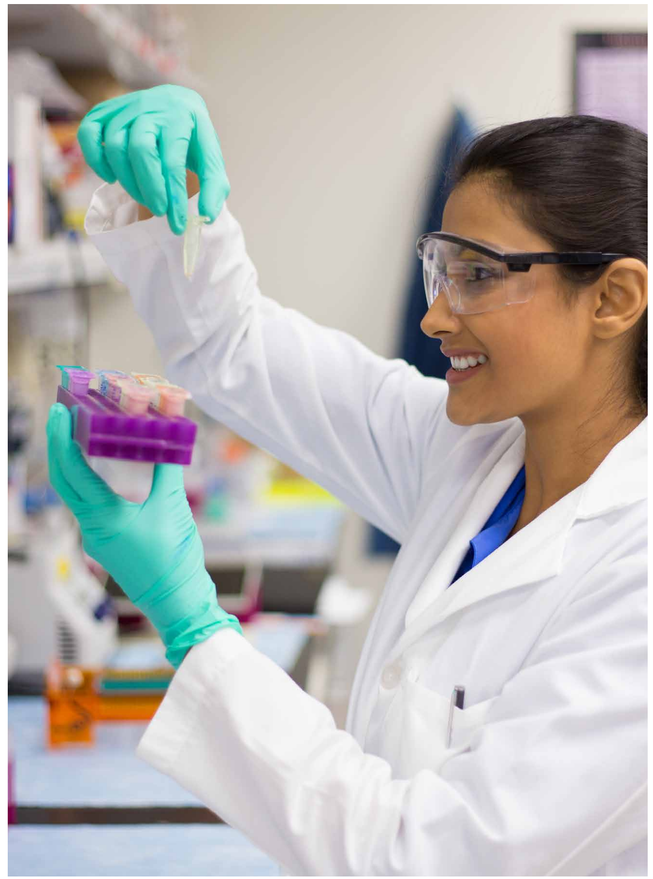
We are committed to scientific excellence and investment in our R&D capabilities to provide more medicines to more patients faster. We leverage our expertise to accelerate drug discovery and development, and we entrust our talented researchers and innovators with the flexibility to drive research and development forward to address unmet patient needs.

With one of the most diversified portfolios and pipeline in the pharmaceutical industry, we are uniquely positioned to drive continued innovation and expand treatment options across therapeutic areas based on our differentiated research platforms that include cell therapy and targeted protein degradation.

This includes integrating principles of green chemistry and technology into our pharmaceutical development process, as well as making our product packaging easier to recycle.



Our commitment to product innovation extends to a multitude of actions that help ensure we are developing more sustainable products and solutions to support a healthier planet.



"We're never satisfied with where we are today because we know we should always be moving the needle for patients until we find a cure."

JENNIFER DUDINAK
SENIOR VICE PRESIDENT OF GLOBAL REGULATORY SCIENCES AT BRISTOL MYERS SQUIBB

Innovation and Our Product Portfolio Goals

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For over a century, BMS has been committed to scientific excellence through the discovery, development and delivery of innovative medicines for serious diseases. We have entered another period of renewal in our long history of scientific achievements and are delivering innovative medicines to patients. Today, we are actively working to renew our portfolio and enhance our approach to R&D so we can deliver more medicines to more patients faster.

We have an impressive track record of accomplishments:

10 new products delivered since 2019

11 approvals across the U.S., the E.U. and Japan in 2023

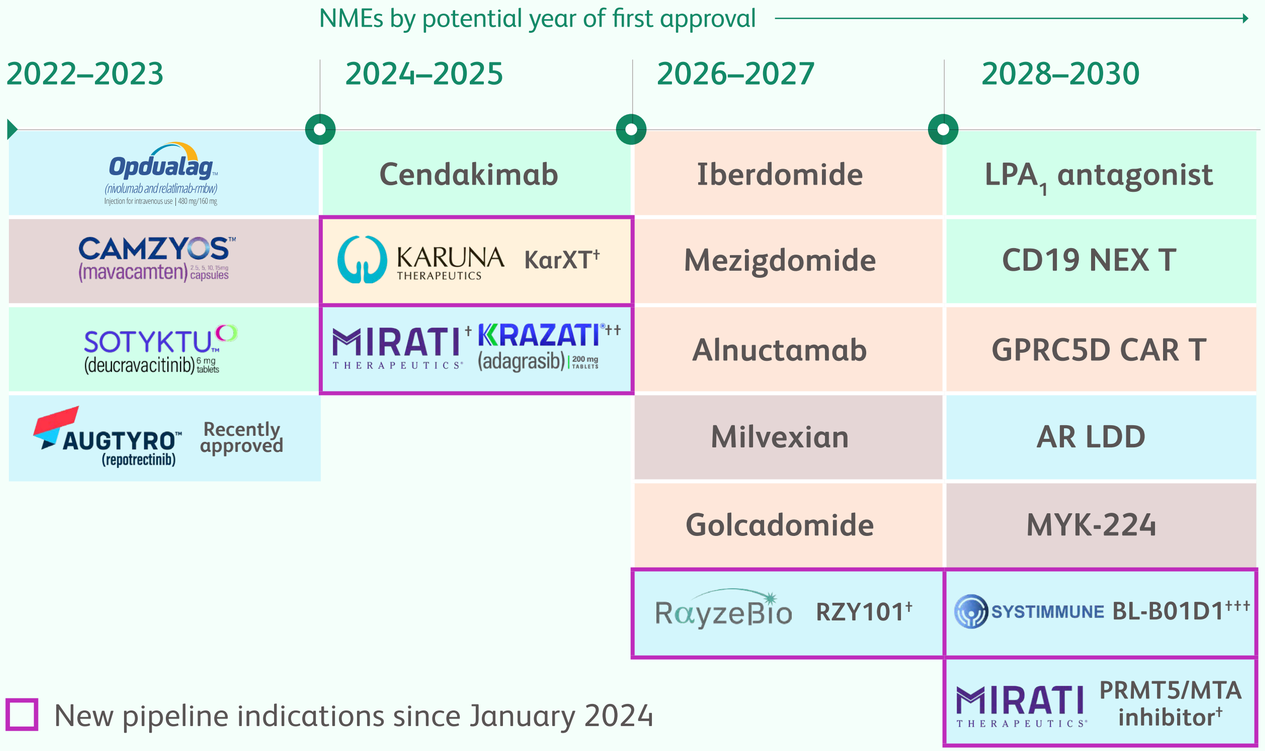
Our registrational pipeline of new assets, targeting high unmet needs, continues to increase. We expect these emerging medicines to have significant commercial potential and to fuel the next wave of innovation.

We are accelerating and evolving our R&D approach in order to continually:

- Build leadership across our therapeutic areas and differentiated platforms
- Enhance the efficiency and productivity of our R&D efforts
- Instill a value of innovation that attracts and retains the best talent

Portfolio Evolution: Potential to Add 16+ New Molecular Entities (NMEs) Over the Decade

Potential for additional 40+ lifecycle management (LCM) opportunities across these NMEs and approved products



† Acquisition successfully completed in 1Q 2024
†† Approved in 2022 and expected addition to BMS portfolio in 2024. Unmarketed products are subject to positive registrational trials and regulatory approval.
††† Strategic deal successfully completed in 1Q 2024

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Innovative Research Framework Drives Industry-Leading Products

As part of this evolution, BMS has adopted a novel and integrated approach to research and drug development.

This research framework has proven effective, yielding potential treatments with transformational potential for multiple sclerosis, sickle cell anemia, B-cell lymphomas and other high unmet needs. We are now consistently applying the framework to all our programs to deliver first-in-class and/or best-in-class medicines with an increased probability of success in development.

Our R&D productivity ambition is to:

- Deliver ~10 Investigational New Drugs (INDs) per year
- Increase success rates from first-in-human trials to approval to approximately 20%
- Meet or exceed median of ~6.5 years from first-in-human trials to approval



"Our strategic research framework and leadership across differentiated research platforms will enable us to increase the number and quality of potentially transformational early-stage candidates and accelerate the path from clinical proof of concept to regulatory approval."

ROBERT PLENGE, M.D., PH.D.,
EXECUTIVE VICE PRESIDENT AND CHIEF RESEARCH OFFICER AT BRISTOL MYERS SQUIBB

Investments in "causal human biology to proof-of-concept" research framework ensure we are industry-leading.

Our approach is based on three key research principles to improve R&D productivity:

1 Causal human biology

The application of human data (e.g., genetics, longitudinal profiling of patient samples) for rigorous target validation in drug discovery

- Human genetics (germline and somatic)
- Translated insights from patients in the real world and BMS clinical trials

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2 Matching modality to mechanism

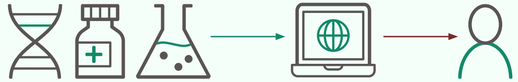
Invention of high-quality therapeutics that match a modality to a molecular mechanism of action

- Diverse modalities, including:
  - Small molecules
  - Biotherapeutics
  - Nucleic acid therapies
  - Targeted protein degradation
  - Cell therapy
- AI-assisted molecule invention

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3 Path to clinical proof-of-concept

- Targeted patient selection (e.g., biomarkers) and clear translational endpoints for improved clinical success
- Technologies and diagnostics to enable mechanistic models for dose, schedule and patient populations



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Accelerating Paths of Promise: Data and Predictive Technology

BMS utilizes a "3D" approach to clinical innovation, meaning we combine data, design and digital technologies to help us build drug development programs that are faster, more targeted and barrier breaking.

We deploy state-of-the-art approaches to computational chemistry and biology to increase the probability that novel molecules to be successful in the clinic—paving new paths of promise for patients. We believe that predictive science and digital capabilities, coupled with our already world-class sciences capability, can significantly increase our ability to discover and design more personalized therapies that can provide the best outcomes for our patients and to do so faster.

Our research over the years has led to many medical breakthroughs and has deepened our expertise in causal human biology. The datasets and resources collected over the course of our history are extremely powerful, especially when leveraged with external datasets. In further accelerating our R&D programs, we are making widespread use of computational sciences, including predictive approaches in target identification, molecular design, multimodal exploration of disease, data diversity and trial design.

By leveraging artificial intelligence (AI) and machine learning, robotics and virtual environments, in combination with our broad research approach, we are able to explore the potential of early discoveries, and to also increase the operational efficiencies within drug development by removing manual processes.

Collaboration to Speed Cures and Save Lives

BMS has over 100 active strategic collaborations and an extensive network of more than 200 active research alliances to build on our internal R&D strengths. We work with industry associations, government agencies and nonprofit organizations to share best practices and lessons learned in pharmaceutical research, development and commercialization. Above all, our most important collaborators are patients. We work with patients to consider their specific needs throughout the R&D process, and we strive to improve the patient experience and to reduce the burden of participating in medical research.

Business development, paired with R&D and enabled by strong global capabilities, is core to driving our innovation engine and future growth. We seek collaborations that are strategically aligned to our business that have the potential to accelerate transformational science, and that are financially disciplined.

We focus on breakthrough science that has the potential to be first-class or best-in-class, along with specialty medicines in areas of high unmet need and where we believe we can make a true impact and deliver value.

>100 active strategic collaborations

BMS also has an extensive network of over **200** active research alliances.

Implementing Innovative AI/Digital Tools to Accelerate Our R&D Productivity

What are we doing	How we are doing it
Significantly more powerful hypothesis generation	Building predictive disease models by using a vast proprietary data factory
Digital trial design optimization	Powerful statistical simulation suite that aggregates millions of data points to enable decisions around effect-size, power, patient selection, timelines and cost
Enhancing clinical trial operations	Real-time site selection based upon protocol-required patient characteristics
Rapid data interpretation and reporting	Effective automation and visualization technologies to enable timely data insights and clinical trial reporting

Cytel · TriNetX · NVIDIA · COTA · nurocor bringing order to clinical data · EDETEK · OWKIN · Columbia University Medical Center · flatiron · TEMPUS · ConcertAI

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Therapeutic Areas of Focus and Differentiated Platforms

As we accelerate innovation, we continue to build one of the most diversified product offerings in the pharmaceutical industry. BMS is focused on developing and bringing to market best-in-class medicines to meet critical patient needs. Our mission is challenging and highly rewarding: to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

Bristol Myers Squibb Pipeline

Bristol Myers Squibb has a robust and innovative pipeline of transformational new medicines in all phases of development.

Details by phase can be found here.

Exciting Developments in Neuroscience

With aging populations around many parts of the world, neurodegenerative diseases to become more important and more of a burden to patients, their families and healthcare systems. To address this, BMS is building an exciting portfolio in neurodegenerative, neuroinflammatory and neuromuscular diseases. We have a number of programs in discovery to address high unmet needs in treating amyotrophic lateral sclerosis (ALS), Alzheimer's disease, Huntington's disease, multiple sclerosis (MS) and Parkinson's disease.

With a focus on disease modification, our aim is a pipeline of potential first-class or best-in-class assets that can prolong patient survival and meaningfully improve patient outcomes.

In February of 2024, we entered Phase 2 of an Alzheimer's disease trial for the anti-tau antibody from our partnership with Ireland's Prothena. Tau is a microtubule-associated protein that aggregates in the brains of individuals with Alzheimer's, and its presence strongly correlates with neurodegeneration and cognitive impairment.

Our neuroscience pipeline aims to build upon our current commercialization of Zeposia®, which is indicated for the treatment of relapsing forms of multiple sclerosis in more than 15 markets globally.

Leadership in Cell Therapy and Protein Degradation

Widely known for our leadership in oncology, BMS is building on our scientific depth in immuno-oncology with a portfolio of foundational assets to address key tumor-intrinsic and tumor-extrinsic mechanisms. We believe that combinations of treatments to be critical for durable responses to hard-to-treat cancers, and that they will have transformational potential. BMS is the only company with three approved T-cell checkpoint inhibitors (CPIs).

We are growing our leadership in this space and expanding our manufacturing capacity, exploring innovative technologies such as dual-targeted chimeric antigen receptors (CARs) and allogenic approaches, and advancing multiple next-generation assets. BMS is also rapidly building our portfolio in immunology, including lupus and multiple sclerosis.

We have a strong legacy in the protein degradation field and have been advancing our pipeline with assets spanning molecular glues, ligand-directed degraders and antibody drug conjugates. With three assets in full development, four others in the clinic and more than 20 being studied pre-clinically, this growing platform of protein degradation has potential across several diseases and is positioned to consistently deliver investigational new drugs in the coming years.

Building Depth Across Our Therapeutic Areas

Oncology

- Extend Immuno-Oncology (IO) Leadership
  - Subcutaneous nivolumab, Opdualag and next-generation assets
- Diversify beyond IO

Cardiovascular

- Deepen leadership in cardiomyopathies and heart failure
- Expand expertise in thrombotic diseases

Hematology

- Extend leadership across the Multiple Myeloma treatment paradigm
- Broaden portfolio across leukemias, lymphomas and non-malignant hematologic diseases

Immunology

- Establish new standards of care in pulmonology
- Strengthen presence in dermatology, rheumatology and gastrointestinal disorders
- Rapidly advance cell therapy into immunologic diseases

Neuroscience

- Build a diverse pipeline across neurodegenerative and neuroinflammation diseases
- Advance promising clinical assets in Alzheimer's disease and ALS

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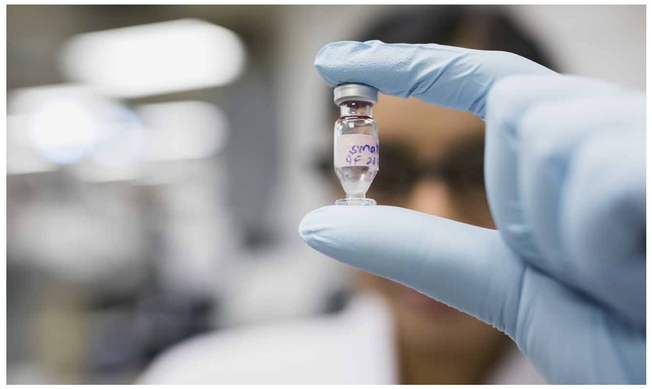
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BMS is uniquely positioned with differentiated research platforms, including cell therapy and targeted protein degradation, supporting our work across therapeutic areas.
We are the only company with two cell therapies approved against two distinct targets.

Science Firsthand: Pioneering Paths in Protein Degradation

Bristol Myers Squibb's legacy and scientific expertise in protein degradation is a prime case study of how the company has created an R&D environment that channels inspiration into exploration where, driven by curiosity, multidisciplinary R&D teams seek to answer some of science's toughest questions. Protein degradation is a core approach for the company, through which researchers can harness the body's natural ability to target and remove unnecessary or harmful disease-causing proteins to maintain equilibrium.

Research teams—including those focused on protein degradation—are driven by scientists and experts who are living nearly a decade in the future, and who start each day wondering: What does the future look like for patients? What will the treatment landscape look like? How will the standard of care have changed from now to then? Bringing together the brightest minds in discovery and development, the R&D team puts these questions into practice at thematic research centers (TRCs) strategically placed in the liveliest life science innovation hubs. Within these TRCs, Bristol Myers Squibb has a world-class biology, computational and translational team, giving scientists in-house capabilities to build expertise from some of the largest data sets in the world. These learnings can be shared with academic institutions or with partner organizations to better inform research and potential clinical trials.

Read more about this here.

Spotlight





Diversity in Clinical Trials: A Scientific Imperative

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As an inclusive, patient-centered biopharmaceutical company, we are committed to doing our part to help ensure that everyone has a fair and just opportunity to achieve optimal health outcomes. We understand the importance of enrolling clinical trial populations that are more reflective of broader patient populations and aligned with the epidemiology of the diseases we study. In doing so, we can better address barriers to health equity and deepen our clinicians' understanding of the safety and efficacy of exploratory medicines for diverse populations. Likewise, we strive to ensure diversity in our clinical trial investigators and have developed programs to attract clinical trial investigators who have the ability to build trust in the patient community where the trials are operated and who demonstrate a commitment to clinical trial diversity in the underserved areas.

Clinical Trial Access and Quality

For BMS to better serve diverse populations, increasing clinical trial diversity is paramount. Our science and research to better reflect the patient populations most impacted by the diseases we treat—ultimately helping to improve treatment and patient outcomes for underserved communities, with narrowing racial gaps as our starting point. Our Patient Voice work allows us to ensure that patients' experiences, perspectives, needs and priorities are captured and incorporated into our drug development process. We are confident that, by breaking down the barriers to clinical trial participation with thoughtful and long-term approaches, we will affect real change and deliver on our R&D mission.

The first years of BMS' Diversity in Clinical Trials program have focused on U.S. efforts mainly to increase the diverse racial and ethnic representation of patients. We are exploring and better understanding what diversity in clinical trials means for other countries, while incorporating efforts across multiple patient characteristics.

[5] Areas with more than 30% non-white population

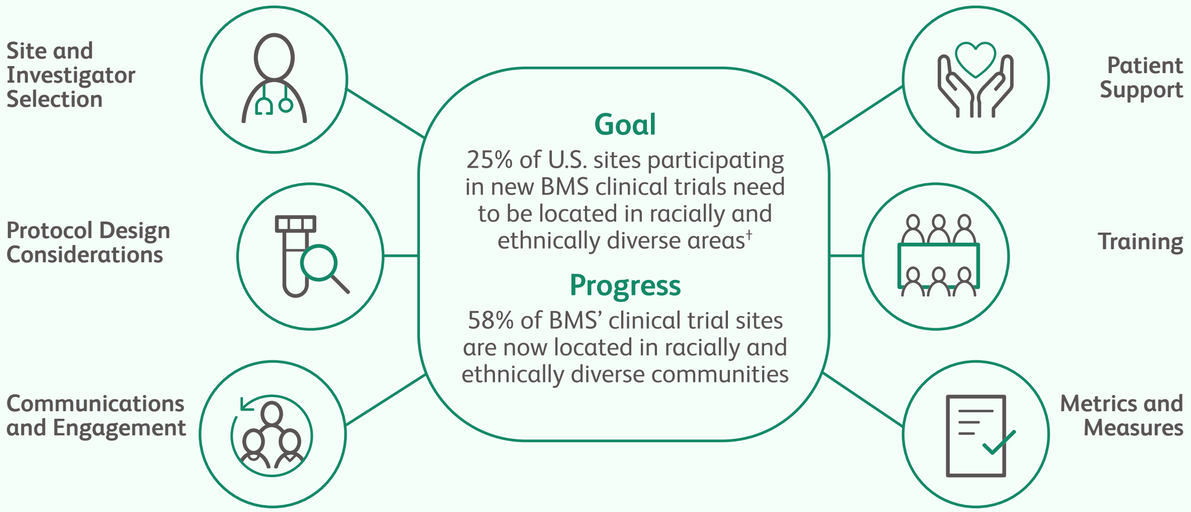
United States

To make clinical trials accessible to underrepresented groups who tend to live farther from academic research institutions, BMS committed in 2020 to locate at least 25% of U.S. research sites for new clinical trials in racially and ethnically diverse communities. We assist with transportation and flexible schedules to further support diverse patient participation. Other initiatives addressing the needs of people with disabilities in clinical trials and addressing health disparities affecting LGBTQ+ persons have also been key areas of focus.

We are proud of our 2023 year-end results, including:

- 58% of clinical trial sites were located in highly diverse[5] areas of the U.S.
- Exceeded target U.S. goals for racially diverse (non-white) patient participants (26% vs. target 20%) and ethnically diverse patient participants (23% vs. target 18%)
- Ongoing focus on inclusion of diverse investigators with respect to gender (23% female)
- Implemented voluntary self-identification for patients of sexual orientation, gender identity, and intersex status (SOGIIS) in 11 clinical trials

BMS R&D Commitment to Clinical Trial Diversity



† Areas with more than 30% non-white population

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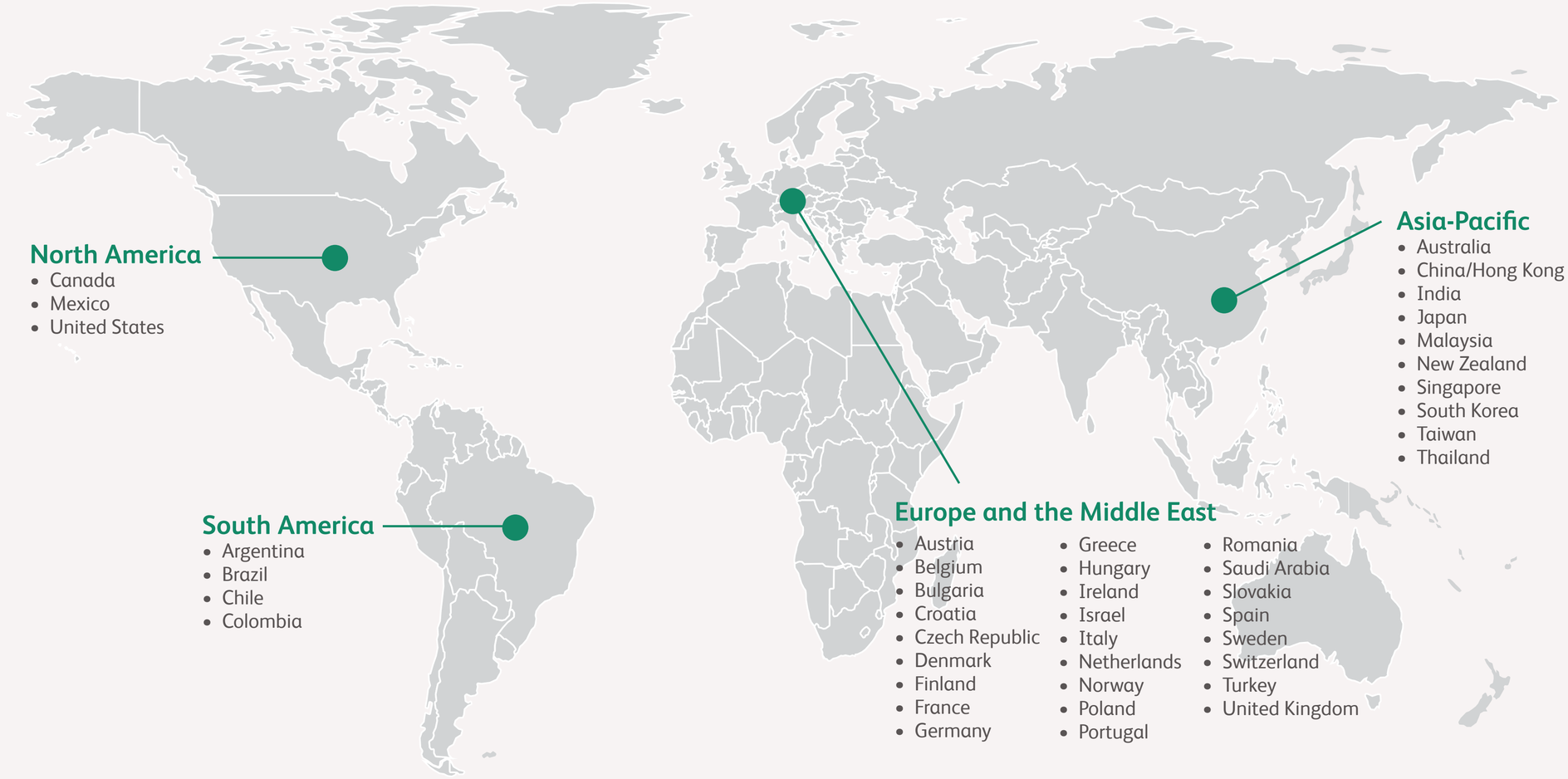
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Worldwide

BMS has made a concerted effort to expand our clinical trial footprint and to enroll more participants outside of the U.S. and Europe. In July 2023, we announced the expansion of BMS' clinical trials to Bulgaria, Croatia, Malaysia, Saudi Arabia, Slovakia and Thailand. Future clinical trial country footprint expansions to be assessed annually. This approach is designed to help our patients as quickly and effectively as possible while maintaining our commitment to high ethical, scientific and legal standards.

BMS Clinical Trial Country Footprint



North America
- Canada
- Mexico
- United States

South America
- Argentina
- Brazil
- Chile
- Colombia

Asia-Pacific
- Australia
- China/Hong Kong
- India
- Japan
- Malaysia
- New Zealand
- Singapore
- South Korea
- Taiwan
- Thailand

Europe and the Middle East
- Austria
- Belgium
- Bulgaria
- Croatia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Israel
- Italy
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Saudi Arabia
- Slovakia
- Spain
- Sweden
- Switzerland
- Turkey
- United Kingdom

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State-of-the-Art Hyderabad Site to Advance Global Drug Development

In early 2023, BMS announced the establishment of a state-of-the-art center in Hyderabad, India, to harness India's talent in the biopharma industry. When fully operational, this site in India to be the second-largest R&D center for BMS outside of the U.S., and employees at the center will focus on helping develop capabilities in several areas associated with drug development, from regulatory, biostatistics and operations to clinical sciences.

In an interview with the *Economic Times of India*, Samit Hirawat, Executive Vice President and Chief Medical Officer of Drug Development at Bristol Myers Squibb, said that BMS plans to recruit approximately 1,500 people across information technology, drug development and global business operations over the next three years.

Read more about this here.







Clinical Trial Innovation

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Given the vital importance of clinical trials to pharmaceutical research and, ultimately, the approval and commercialization of life-transforming drugs, BMS is committed to the continuous improvement of clinical trials in all dimensions: quality, success, safety and efficiency.

BMS adheres to local, regional and national requirements for clinical trial disclosures. We are committed to publicly sharing information on the clinical trials we conduct, regardless of the outcome. We also believe in providing access to clinical trial information to researchers who seek to advance science. We are committed to providing access that also protects patient privacy, respects the integrity of national regulatory systems, and maintains incentives for those who invest in biomedical research. Our internal disclosure procedures are routinely audited to ensure adherence to this commitment.



Study Optimization: Reducing Patient and Site Burden

We are advancing clinical trial burden-reduction efforts by working to reduce the burden on patients who participate in trials below the peer median. Where possible, we are redesigning tests to be less painful, less time consuming and less frequent. Advancements in personalized healthcare have also reduced the burden on patients and improved outcomes. For example, the ability to closely monitor disease through minimally invasive blood draws means researchers can pinpoint if the body starts to resist treatment and then investigate why. This helps develop new drugs that are more specific to a patient's needs.

BMS developed a study optimization and digital protocol solution (DPS) capability, which has been deployed against all full development studies since 2021. It includes scores for patient burden, site burden and operational complexity, as well as predicted outcomes to better mitigate potential risks.

Since 2021, this **DPS capability has avoided over**

$120M

in study costs and **reduced patient and site burdens** by an average **7%** per trial

"We strive to ensure that patients who need our medicines can access them. This work begins very early in the pipeline with the goal of having programs and strategies in place that will allow the most patients to benefit from our innovative therapies."

ANNETTE POWERS
SENIOR VICE PRESIDENT OF GLOBAL MARKET ACCESS AT BRISTOL MYERS SQUIBB



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Data Science and Digitization Enhance Clinical Trial Success

Building on the success of our DPS capability, BMS has developed a toolkit, the Digitally Accelerated Clinical Trial (DACT) model, which spans the full clinical trial pathway from early protocol development to study execution.

It utilizes digital tools and de-identified or aggregated real-world data to enhance:

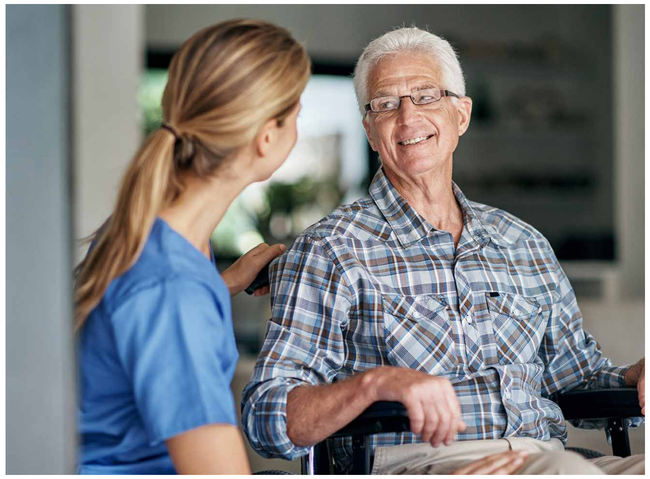
- Study design and site selection
- Patient mapping and matching
- Data collection

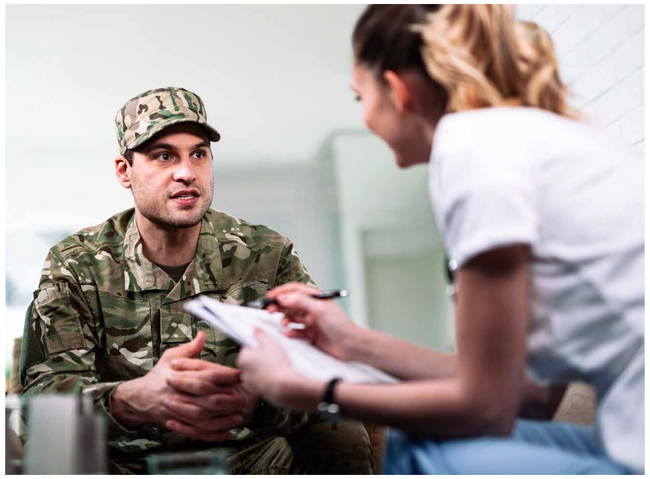
Through the DACT model, we are strategically developing partners in multiple therapeutic areas and regions to ensure the most successful network in the pharmaceutical industry.

Digitization and wearable technologies enable physicians and scientists to monitor patients remotely.

The use of AI-enabled data analysis can likewise improve the efficiency of clinical trials—for example, by finding patterns in test data and identifying patient populations most likely to benefit from a trial drug. Trials that finish earlier bring life-transforming medicines to market faster.

These innovations reduce the burden on the patient and the clinical trial site, and they have corresponding benefits of curtailing patient travel, associated fuel consumption and carbon footprint.





DACT patient mapping and matching will enable better understanding of patient dynamics and enrollment for all priority studies in 2024.

Patient Mapping

- Internal BMS capability
- To be used in clinical planning and design at asset/indication and trial size level as part of Asset and Study Optimization
- Uses de-identified real-world data (RWD)
- Available globally in any country/region where BMS has access to RWD
- Expanding with 2024 industrialization and automation

Mapping

Canada
China/Hong Kong
Croatia
Czech Republic
Finland
Hungary
Ireland
Netherlands
New Zealand
Norway
Portugal
Saudi Arabia
South Korea
Sweden
Switzerland
Turkey
Thailand

Patient Matching

- External partnered capability (16 current partners)
- Two pilot studies yielded a 2x and 5x enrollment rate at three sites in the U.S.
- Used tactically to increase enrollment rate
- Uses vendors that have direct relationships with sites or patients, and that have access to patient-level identifying information
- Vendor algorithms identifying patients and patient matches are surfaced to the HCO/HCP
- Enhancing in 2024 with best action and automation integrations

Mapping & Matching	U.S. Mexico Argentina	Brazil Chile Colombia	Austria Belgium Bulgaria	France Germany Greece	Israel Italy Poland	Romania Spain U.K.	Australia India Japan	Malaysia Singapore Taiwan

4.0

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Our People and Culture

We believe that a thriving, high-performing and diverse global workforce is essential to delivering the best possible outcomes for our patients.

By fostering a positive and inclusive experience, we can help our employees achieve their full potential, which ultimately benefits our patients around the world. Our values at BMS—Integrity, Urgency, Accountability, Innovation, Passion and Inclusion—are the foundation of our patient-centric culture. We bring these values to life through the ways we empower, engage and develop our people.

An inclusive and diverse workforce fuels our ability to drive innovation. This starts with integrating inclusive practices across our enterprise systems, including our talent and engagement strategy, leadership development programs and online learning programs.

Our Commitment to Wellbeing Starts Here

Supporting the wellbeing of our workforce is a top priority at BMS. We consistently assess the programs and resources needed to support their physical, emotional, work life and financial wellbeing. Additionally, we offer competitive base pay, along with incentive and recognition opportunities, bolstered by top-tier disability and retirement savings programs and robust financial education support.

"Our employees are not just dedicated; they are passionate about making a difference in patients' lives. This unwavering commitment gives us a distinct advantage in delivering life-saving treatments to more patients, faster, while making a profound impact on society."

AMANDA POOLE
EXECUTIVE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER
AT BRISTOL MYERS SQUIBB



Health and Wellbeing[6]

We provide a range of services, resources and encouragement to help employees achieve and sustain good health, including:

Healthcare and Employee Health Services

At larger campuses, onsite employee health services such as annual health screenings, flu shots and job-related medical surveillance are offered; healthcare benefits are offered in addition to employee health services mentioned.

Fitness Centers

Available for membership at our larger campuses. We expanded access to Gympass, increasing membership from 47% to 55% globally.

Pharmacy Benefits

These are included when enrolled in one of our medical plans.

Retiree Healthcare

Employees who retire from BMS can enroll in our medical plan for retirees.

Tobacco-Free Workplace

We offer a tobacco-free workplace to support a healthy work environment and our commitment to cancer prevention.

In 2023, we **expanded access to a wellbeing platform** and **a mindfulness and parenting solution** to all employees globally.

[6] Outlined benefits are available in the U.S. and in some global markets.

Providing Life, Work and Family Benefits for Our Employees[6]

Family Care Leave

We offer 12 weeks of paid leave to care for a new child and eight weeks to care for a family member with a serious health condition; for birth parents, this is in addition to short-term disability; additional unpaid time may also be available.

Adoption Assistance

In addition to 12 weeks of paid leave, the adoption reimbursement program helps employees with the financial costs associated with adoption.

On-Site Childcare and Childcare Discounts

Select campuses include full-time, part-time, backup daycare and summer camp programs.

National Family Care Program

Employees can take advantage of a national network of providers for discounted child care, elder care and pet services.

Resource and Referral Services

We partner with experienced and trained counselors to offer 24-hour telephone or online confidential support, free of charge—regardless of location or situation.

Elder Care

For employees with multi-generational caretaking responsibilities, BMS offers assistance such as providing home safety inspections for older adults, locating in-home care services and offering tips on paying for elder-care medical needs.

Lactation Services

We offer resources and referrals to help colleagues prepare for parenthood, along with private spaces for nursing parents when they return to the office.

Prenatal Program

In addition to self-study programs, medical practitioners offer over-the-phone consultations.

Domestic Partner Benefits

Our benefits extend to all employees' spouses and children.

Flexible Ways of Working

Our goal is to offer flexible options to better serve employees' diverse needs and to enhance bottom-line results.

Work/Life Seminars

Midday seminars cover a range of topics from leadership skills to parenting.

Tuition Reimbursement Program

Up to 100% of qualifying tuition costs may be covered for eligible employees who participate in accredited educational programs, based upon manager discretion and budget.

Surrogacy Reimbursement Program

Along with adoption reimbursement, BMS offers surrogacy reimbursement to support employees using this route to parenthood.

Parenting and Caregiving Consultations

In 2023, we expanded access to telephonic consultations with board-certified behavior analysts to all global employees.

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Rewards and Recognition[6]

We celebrate those who embody our mission and values to reach above and beyond, driving our business forward. Our Rewards and Recognition package includes:

Compensation

Our competitive compensation program provides competitive base salaries and significant opportunities to earn variable compensation in bonuses and/or equity-based compensation.

Bonuses

BMS has a global annual bonus program that includes over 25,000 of our employees and that rewards company and individual performance and demonstration of our values.

Recognition Awards

With our global Bravo platform, employees can recognize colleagues and celebrate their behavior, efforts and achievements.

Employee Referral Program

Employees are awarded cash bonuses when they refer talented individuals who are then hired.

Anniversaries

Employees' service milestones and commitment to our mission are honored.

Compensation, Recognition and Living Life Better Overview[6]

	Compensation and Recognition	Savings, Financial Wellbeing and Protections	Time Away from Work	Managing Physical and Mental Health	Balancing Work and Life	Caring for Loved Ones
Global Programs	• Base Salary • Annual Incentives • Long-Term Incentives • Global Recognition Program	• Financial Savings and Wellbeing Resources • Financial and Income Protections • Business Travel, Medical and Accident Insurance • Life Insurance	• Bereavement Leave • Vacation Days • Holiday Time Off • Year-End Company Closure • Paid Time Off to Give Back	• Living Life Better Wellbeing Strategy • Employee Assistance Program (EAP) • Fitness Memberships • Healthcare Benefits (vary by country) • Behavior Change Platform	• Tuition Reimbursement • Family Planning and Care	• Parenting and Caregiving Consultations
Specific to U.S.		• 401(k) and Non-Qualified Savings Plans • Health and Dependent Care Savings and Spending Accounts • Supplemental Personal Liability Protection • Employee and Dependent Life Insurance • Disability Coverage • Long-Term Care and Life Insurance	• Military Leave • Military Family Support • Volunteer Time Off	• Medical and Pharmacy Benefits • Dental Benefits • Vision Benefits • Supplemental Health Insurance • Fertility/ Infertility Benefits	• Commuter Benefits • Adoption, Surrogacy and/or Doula Reimbursement	• Child Care, Elder Care and Pet Support

[6] Outlined benefits are available in the U.S. and in some global markets.

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Financial and Savings Benefits[6]

We recognize the value of saving early and as often as possible. We proudly offer benefits that strive to ensure financial readiness for employees in the U.S. and in specific markets where we have employees. Our benefits, tailored to the employees' needs, are frequently dictated market to market by local employment laws and regulations. Some of the benefits may include:

Work/Life Balance

A key element of BMS' Global Wellbeing Strategy is a commitment to support our people in work/life balance. During the last week of each calendar year, BMS observes an Annual Global Shutdown. The intent is for all sites to be closed during the Annual Global Shutdown, except where it is necessary to remain open, such as manufacturing or laboratory requirements or local/contractual provisions.

In 2023, BMS continued its annual Global Quiet Week during July—a week for schedules to be quieter by creating time and space for thoughtful, focused work. During Global Quiet Week, we avoid scheduling large meetings to allow time for innovative brainstorming and for wellbeing, whether through physical activity, practicing mindfulness or other sources of calm.

Global Quiet Week: July 3–7, 2023

Employees can use Quiet Week to:

- **Re-energize** at work or use vacation time
- **Reset** and work without meetings
- **Refresh** with innovative thinking time and learning opportunities

BMS' Flexible Ways of Working guidelines apply during Quiet Week

Scholarships for Employees' Children

Fifty undergraduate scholarships are awarded annually to children of employees.

Charitable Donations

We match dollar for dollar when a charitable donation is made to an eligible organization.

401(k) Savings Plan

BMS matches contributions dollar for dollar up to 6% of eligible pay for U.S. employees who do not participate in a collective bargaining agreement; eligible employees receive an annual additional company contribution as a percentage of eligible pay based on age and service.

Health and Insurance Benefits

Employees can choose from a variety of medical, dental and life insurance options, including vision care, legal services and identity theft protection. In 2023, BMS added the ability for employees to purchase long-term care/life insurance benefits.

Disability Coverage

Company-funded short- and long-term disability benefits ensure that either 100% or a portion of income continues after disability.

Tax-Advantaged Health Savings and Flexible Spending Accounts

Depending on the medical plan selected, employees are given the choice to save and/or reimburse eligible expenses on a tax-advantaged basis.

Business Travel Coverage

During business travel, employees receive international assistance in emergencies, from medical care to travel accident insurance.

Time Off[6]

Our paid vacation and holidays provide employees the flexibility to take time off to recharge and return refreshed.

Vacation

A minimum of three weeks of vacation are offered, with vacation time increasing to four weeks at five years of service, five weeks at 10 years of service, and six weeks at 25 or more years of service.

Holidays

We recognize 10 fixed holidays, three optional holidays and a Global Shutdown at the end of the calendar year.

Sick Time

We offer paid time off for illness, and short-term and long-term disability plans for an extended absence.

Family Care Leave

For family-related absences, paid and unpaid leaves offer extended time away from work to help employees focus on what is most important.

Annual Global Shutdown

Observed during the last week of each calendar year, our Annual Global Shutdown supports our people's work/life balance.

[6] Outlined benefits are available in the U.S. and in some global markets.

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Adoption Benefits and Support

While the adoption process can be challenging and expensive, and can take multiple months to years to complete, it also impacts family members' wellbeing. We are proud at BMS to have a culture that provides financial support for this important part of life, and that empowers employees to prioritize family and living life better. BMS resources that are available to U.S. employees include adoption and surrogacy reimbursement and support, family care leave, and continuous opportunities to grow and develop.

BMS Ranked in Top 100 of BEST Adoption-Friendly Workplaces

We are proud to support you and your loved one's journey to being a **family**.

100 BEST
Dave Thomas Foundation for Adoption
BEST Adoption-Friendly Workplace™
2021

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Mental Health Support Network

BMS' Mental Health Allies, a volunteer-led program that aims to remove barriers and stigmas around mental health, expanded to four new sites in 2023. As part of the Mental Health First Aid program from Mental Health First Aid International, allies are trained to identify and respond to mental distress, illness and addiction. While allies are not trained therapists and do not diagnose mental health illness, this support is invaluable. BMS now has approximately 466 trained mental health allies in 17 cohorts around the world.

To improve ease of access and awareness to resources, we added more locally and culturally relevant mental health guides for employees, with versions now created for 98% of our markets. In the U.S., we also expanded access in 2023 to in-network mental health support that is specific to teens and children covered under our medical plans.

Empowering Our People

Showing up for our patients around the world requires that we understand what engages our workforce. BMS is committed to better understanding our employees' priorities and issues, to actively listening to our employees and to acting on feedback. Each quarter, we proactively take the pulse of our colleagues through company-wide "myVoice" surveys.

In 2021, we launched two major initiatives focusing on simplification and empowered decision making, and we continued to deepen changes into 2023 by reducing and eliminating non-essential and/or redundant processes and activities.

Simplification

- In response to colleagues' feedback that some processes were overly complex, BMS listened and introduced our Simplification initiative to address concerns and to empower our workforce to simplify processes across all areas of our business. Simplification is now a strategic capability embedded in our culture with a commitment for continuous improvement.

Some examples of our Simplification initiative from 2023:

- IT eliminated over 15,000 manual tasks for end users.
- Human Resources (HR) deployed a virtual assistant chatbot to enable colleagues to get answers to questions faster. In addition, HR refocused our learning courses in 2023, ensuring that the time employees spend on training is around topics most pertinent to their roles.
- Our Global Business Operations organization simplified meal spending guidelines for the U.S. and Puerto Rico.

Empowered Decision Making

In our myVoice surveys, BMS colleagues identified an opportunity to enhance the efficiency of certain decision-making processes. In response, we introduced streamlined decision-making practices, emphasizing healthy debate and empowered decision makers. We clarified the roles of decision maker, decision owner, advice giver and informed stakeholder, and created a Decision-Making and Empowerment Resource Center with helpful guides. BMS' Empowered Decision Making initiative embraces these principles:

- **Identify the decision maker at the appropriate level**
  Clearly define roles and responsibilities of decision makers, subject matter experts and advisors
- **Seek different points of view**
  Encourage healthy debate and differing points of view, and embed decision-making principles into meeting practices
- **Communicate decisions**
  Communicate decisions quickly and transparently to shareholders and those who will implement and execute them



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Prioritizing Mental Health

BMS supports the mental health of our employees through benefit programs, educational resources, partnerships and affinity groups. During 2023, we expanded our mindfulness, resilience and caregiving counseling benefit to our global employee population, ensuring access to employees and their family members.

During Mental Health Awareness Month in May and World Mental Health Day in October, we highlight their importance, holding panel discussions with employees from different affinity groups—such as CLIMB, OLA, BOLD, PAN, DAWN, B-NOW, PRIDE and VCN, as described on page 61 of this report—to educate about how mental health impacts different communities and the importance of inclusion and representation.

Eleven mental health awareness trainings were held in different languages and time zones, and three panel discussions impacted over 2,300 employees across time zones.

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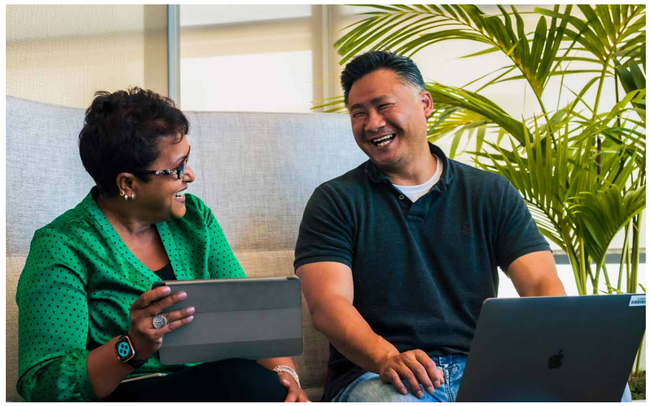
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Employee Engagement Speaks Volumes

In 2023, we conducted a longitudinal analysis of over 131.5 million data points from our employee engagement survey, myVoice. The analysis, which looked at data across 18 surveys from 2019–2023, highlighted the persistent features of our organization.

We have a strong, patient-centric culture focused on execution and supported by a highly intelligent workforce that takes pride in their expertise, respects their colleagues and is highly engaged in the overall success of the company.





Global Patient Week

BMS was the first biopharma company to set aside a full week to solely focus on the patients it serves. Celebrating its ninth year in 2023, Global Patient Week (GPW) is an integral part of BMS' culture, unifying our colleagues through a series of events, activities and speaker programs that reignite our passion to do even more for our patients. The theme for GPW 2023 was Patients Through the Ages, honoring patients we have helped while being motivated to help patients waiting for answers. Colleagues from all BMS sites around the world honored and celebrated patients in a variety of meaningful ways, engaging the local workforce, patients, caregivers and advocates to educate and inspire.

Patients and caregivers who shared their stories thanked BMS for transforming their lives.

Over 90% of employees said "participating in Global Patient Week enhanced their learning about how BMS is improving the lives of patients."

Global Patient Week featured:

26,000+ colleagues engaged in events
around the world

100+ patients, caregivers and advocacy groups
shared compelling stories and meaningful perspectives

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We're Hearing Our Employees: myVoice Survey Feedback

79% of employees responded, representing

41 countries

103,842 comments, including

29,445 on what we should start doing to improve results

almost **80%** of employees said:

- They feel pride working for BMS
- They know what they should focus on
- BMS culture values integrity

Developing the Next Generation of Innovators

BMS is embedding skills-based practices to enhance the value and opportunity we bring to our people—and to capitalize on the value they bring to our company and patients. This forward-looking skills approach focuses on an individual's abilities and potential for growth, rather than just past experience and credentials. It has benefits for hiring new talent, developing and retaining existing talent, as well as increasing diversity in the workforce by removing barriers.

During 2023, we defined the vision, strategy, governance and resourcing plan for advancing the integration of skills practices at BMS. We conducted pilots in several business units, developed our approach to operationalize skills data, and selected and implemented our talent intelligence platform. We also activated a skills-driven talent acquisition to kick-start our enterprise journey.

Leadership Development

In June 2023, BMS launched LI3 (Leading Innovation, Industry and Individuals), a bespoke leadership development experience designed to bolster the organization's top 450 global leaders' key leadership capabilities. LI3 is rooted in science-based learning strategies and designed to enable leaders' ability to balance personal development and the achievement of business objectives.

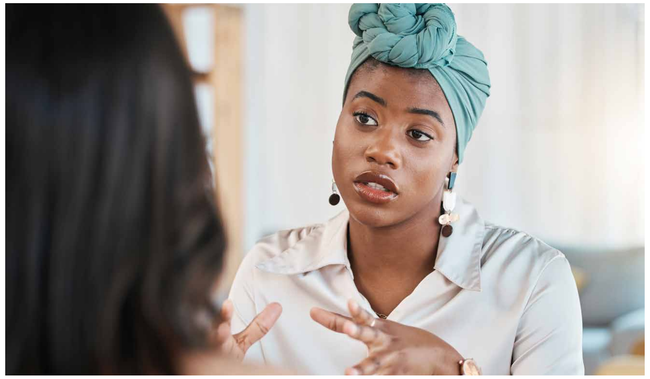
In its first year, 468 leaders went through an eight-month learning journey focused on four key leadership capabilities: external mastery, enterprise advocate, change activator and courageous innovator. Leaders have already begun applying these learnings, such as creating new decision processes, so teams have a greater role and voice, leading to increased agency and accountability. In 2024, LI3 will continue to drive leader capability development and create a one-enterprise mindset—directly contributing to our mission to deliver more medicines to more patients faster.

Enterprise-Wide ESG Training

In 2023, we developed the content for a comprehensive, interactive ESG training module that to be offered to all employees in 2024. This module is integrated into our Learning & Development system and is designed to increase knowledge of ESG and corporate responsibility, emphasizing the important role our employees play in helping BMS meet our ESG commitments and goals.

BMS is embedding **skills-based practices** to **enhance the value and opportunity** we bring to our people.





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Safety and Our People

BMS is committed to ensuring that our employees, contractors and visitors to our sites work in a safe and environmentally sustainable manner. BMS provides occupational health programs that ensure compliance with local requirements, as well as programs that support the overall health of our employees. In addition, our BMS wellbeing programs are aimed at educating and inspiring our employees to take responsibility and proactive measures to improve their personal wellbeing.

Our Environment and Occupational Health, Safety and Sustainability (EOHSS) Management System provides a framework to continuously strengthen our health and safety programs, and helps ensure compliance with current and emerging regulations and standards.



Environment, Health and Safety Management System



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The EOHSS Management System follows a "Plan, Do, Check, Act" methodology, focusing on continuous improvement, and organizes BMS' values, principles of integrity, policies, standards and procedures into the BMS EOHSS Operating Model.

Plan

Determine and assess risks, recognize opportunity and plan change; establish EOHSS objectives to deliver sustainable results

Do

Execute the process as planned

Check

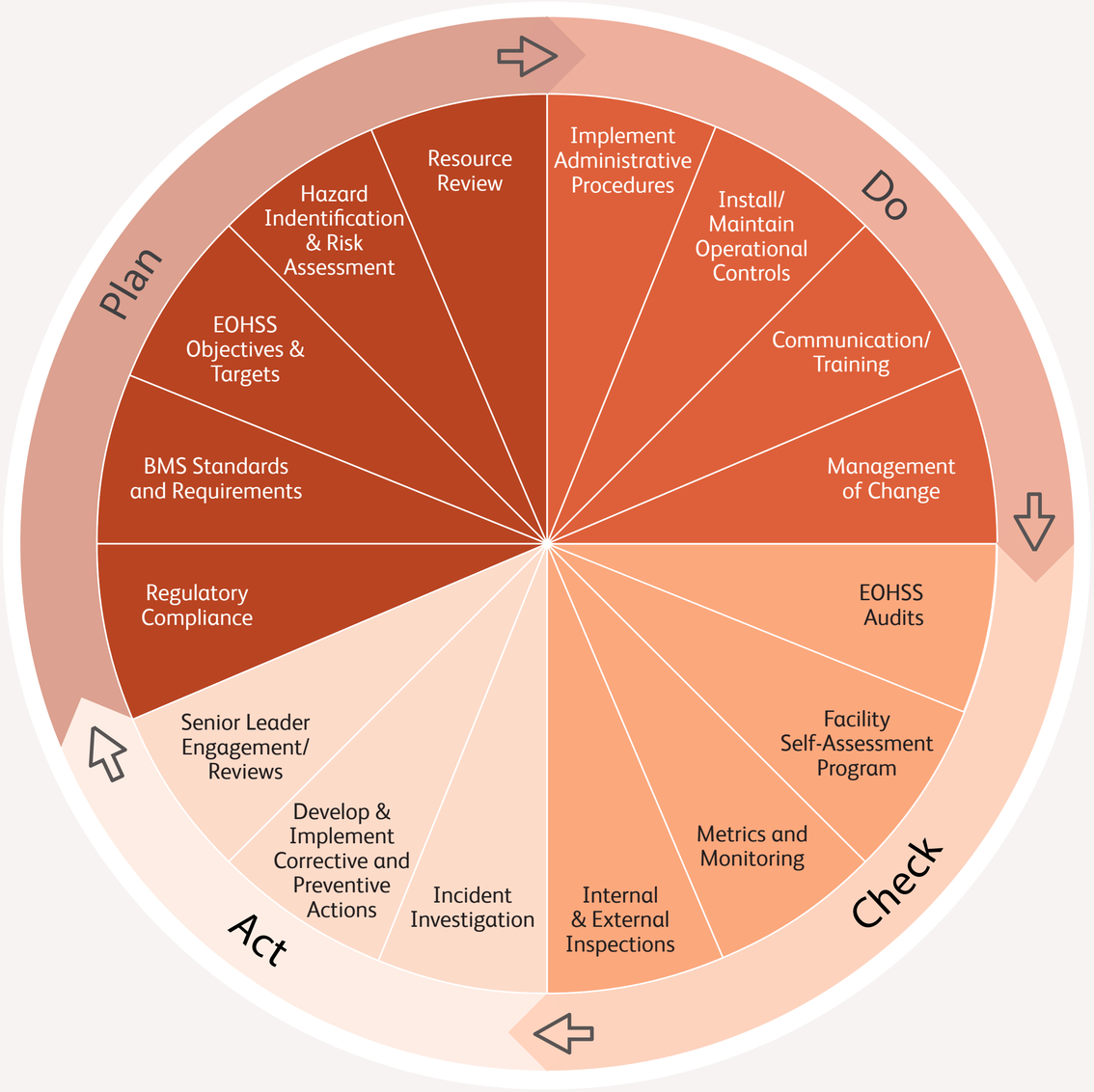
Evaluate and analyze results and identify opportunities for improvement

Act

Act or adjust based on what was learned



BMS' EOHSS Operating Model



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EOHSS Management Oversight

Our EOHSS Operating Model is structured into three tiers, with responsibilities distributed throughout the organization. The EOHSS Leadership Team reviews the operating model annually to ensure overall effectiveness. In addition, internal and external audits and assessments are completed throughout the year, which is a key mechanism to ensure independent performance monitoring.

The governance for our health and safety programs is global, with performance monitored at the senior-most levels of the company, while our Board of Directors' Committee on Directors and Corporate Governance provides oversight.

Safety and Industrial Hygiene

Our vision is an injury-free workplace where all incidents are preventable. Everyone has the authority and responsibility to stop and report any potentially unsafe activity, exposure or condition.

Emergency Preparedness and Incident Management

BMS administers robust EOHSS management systems to ensure compliance with external and internal EOHSS requirements. We have established plans to address emergency preparedness and incident management responses to support business continuity, reduce the impact of events and minimize the potential for recurrence.

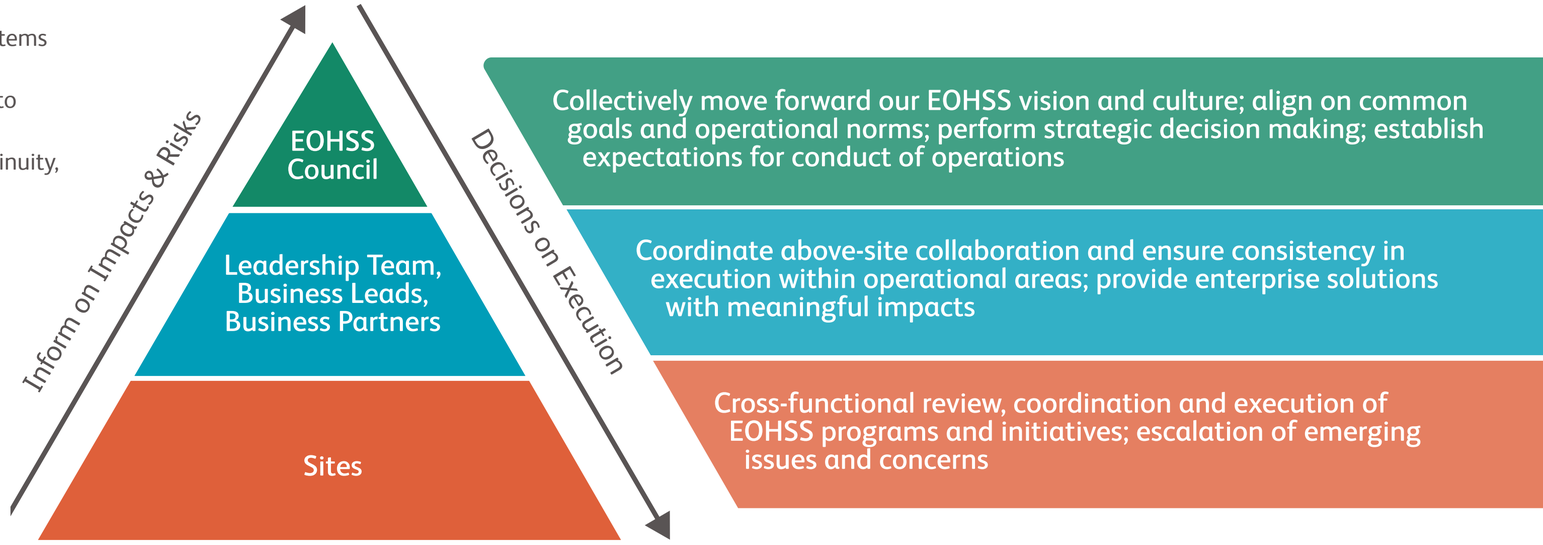
In addition, the EOHSS team has implemented effective systems to address current and emerging regulations and standards, operational changes, global sustainability trends, acquisitions and divestitures due diligence, and rapid new business integration to manage potential EOHSS impacts.

Continuous Improvement and Learning

The EOHSS team, in collaboration with BMS Business Units, provides periodic training and awareness programs that address the company's occupational health and safety policies, processes and programs. In addition, EOHSS provides training for technical and subject matter expertise to ensure ongoing continuous improvement.

Our occupational health program provides a range of health services, including:

- Emergency medical care
- Risk-based medical surveillance
- Travel health consultations
- Treatment of work-related illness and injuries
- Urgent medical care
- Wellness consultations
- Work-site health evaluations
- Medical accommodation case management
- Worker's compensation/disability case management



Bringing to Life the Value of Inclusion

At Bristol Myers Squibb, our commitment to global inclusion and diversity (GI&D) strengthens our resolve and our ability to serve the evolving needs of the patients and communities we serve, as well as our people and our business.

We lead with action, intention, inclusion and purpose to cultivate an environment where every voice counts, diverse opinions matter, and everyone, regardless of where they live, is important. The company remains fully committed to equal employment opportunity principles and is steadfast in its commitment to creating an inclusive and welcoming work environment for all BMS employees globally and to providing development, advancement and engagement opportunities for all BMS employees.

BMS believes this approach enables the company to engage a broader set of diverse experiences, backgrounds and perspectives to drive well-informed decisions, ideas and equitable outcomes for all.

Building upon a legacy of embedding equitable practices in our business, for our colleagues, and in the communities where we live and serve, we continue to challenge ourselves and our industry peers to drive systemic change to increase equitable access to medicines for all.

Since 2020, our key areas of focus have been:

- Improving health equity
- Expanding clinical trial diversity
- Supporting communities through supplier diversity
- Progressing aspirational workforce representation goals at the executive level and above

GI&D Progress and Outcomes

Global Recognition†

Asia-Pacific

Supply Nation

Great Place to Work
- China: 2021–2022, 2022–2023
- Hong Kong: 2022–2023, 2023–2024
- Australia: 2023–2024
- Japan: 2022–2023
- Taiwan: 2023–2024

Best Workplaces
- Greater China: 2021 and 2022
- Hong Kong: 2022 and 2023
- Australia: 2022
- Australia: 2022 (for women)

Europe, Middle East, Africa

Welcome to the world's first Menopause Friendly Employer Awards

top EMPLOYER ESPAÑA SPAIN 2022

Best Workplaces™ Great Place To Work. POLAND 2022

Latin America

Best Companies to Work For

SUPER EMPRESAS ECONÓMICAS 2023 TOP companies

Apertura

Women

SUPER EMPRESAS PARA MUJERES RANKING 2021

Los Mejores Lugares para Trabajar™ para Mujeres Great Place To Work.

Human Rights

EMPRESAS COMPROMETIDAS CON LOS DERECHOS HUMANOS

Sustainability

Reinalco Sostenible — Huella de Carbono — BRISTOL MYERS SQUIBB DE COLOMBIA

Reinalco Solidario — BRISTOL MYERS SQUIBB DE COLOMBIA S.A.

ESR Empresa Socialmente Responsable

LGBTQ+

EQUIDAD AR PROGRAMA GLOBAL DE EQUIDAD LABORAL

Great Places to Work

Melhores Empresas para Trabalhar — Great Place To Work. BRASIL 2022

Melhores Empresas para Trabalhar Indústria — Great Place To Work. BRASIL 2022

Melhores Empresas para Trabalhar na Saúde — Great Place To Work. BRASIL 2022

Melhores Empresas para Trabalhar em São Paulo — Great Place To Work. BRASIL 2022

Great Place To Work. Certificada 2023 BRASIL — 5

- 25th place GPTW overall
- 6th place GPTW in the health industry
- 3rd place GPTW in the health market
- 1st place GPTW in São Paulo
- BMS Brazil was recognized for five consecutive years

North America

DEI Disability Equality Index We Scored 100

seramount BEST COMPANY FOR MULTICULTURAL WOMEN 2023

seramount PINNACLE INCLUSION INDEX COMPANY 2023

HUMAN RIGHTS CAMPAIGN

BDR BILLION DOLLAR ROUNDTABLE

seramount TOP COMPANY FOR EXECUTIVE WOMEN 2023

MilitaryTimes Best for Vets

DEI BEST PLACE TO WORK FOR DISABILITY INCLUSION 2023 100 DISABILITY EQUALITY INDEX

Women of COLOR IN PHARMA

ASIA SOCIETY

MILITARY FRIENDLY 2023 SPOUSE EMPLOYER

MILITARY FRIENDLY 2023 EMPLOYER

† Representative of select awards for 2022–2023 time period

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Aspirational Workforce Representation Goals and Progress[7]

Gender Parity

BMS achieved gender parity in the overall workforce population in 2015 and nearly achieved gender parity at the executive levels in December 2022.

Aspirational Workforce Representation Goals for Executives

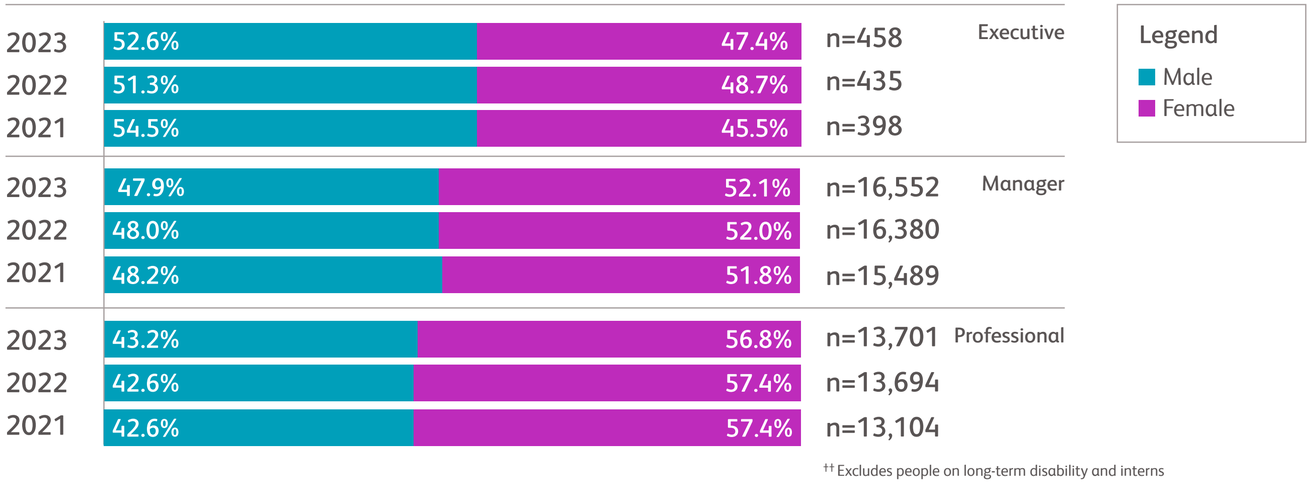
Following the progress made on executive representation since 2020, BMS extended the workforce representation aspirational goals to year-end 2025 and expanded the scope to include Executive Directors and above (ED+) to strengthen our internal pipeline for the next generation of BMS leadership. Our expanded goals are to increase the representation of Black/African American executives (ED+) in the U.S. to 10% by 2025 and to increase the representation of Hispanic/Latino executives (ED+) in the U.S. to 11% by 2025.

In 2024, BMS' focus to be on the enhancement of leadership capabilities on inclusive talent practices to progress the aspirational workforce representation goals for the Executive Director level and above in the U.S.

BMS has one of the most diverse leadership teams in the industry. By the end of 2023, BMS increased the number of senior leaders at the Executive Director level and above who identified as Black/African American in the U.S. to 6.3% and the number of senior leaders at the Executive Director level and above who identified as Hispanic/Latino to 6.5%.

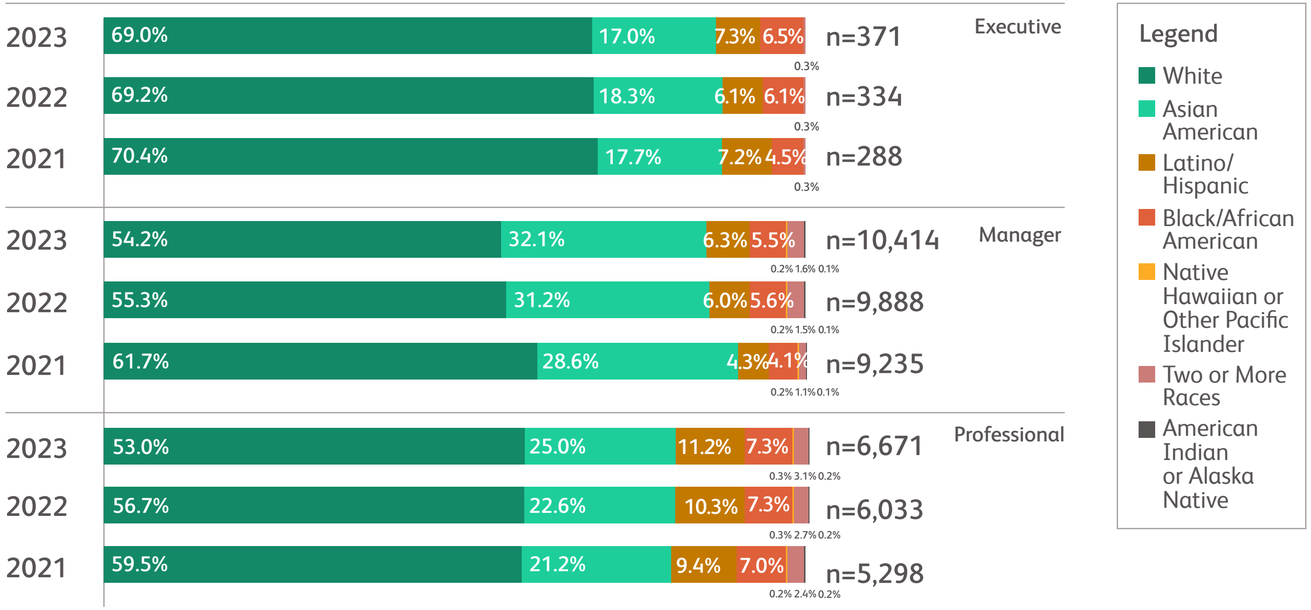
[7] BMS continues to make all employment decisions based on relative qualifications.

Global Gender by Management Level[††]



[††] Excludes people on long-term disability and interns

U.S. Ethnicity by Management Level



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Pay Equity

BMS supports the right of individuals to fair compensation for their work and aims to provide competitive compensation and valuable benefits for employees at all levels. As a company, we reward employees in a way that recognizes their contributions to our business. We are committed to pay equity and seek to ensure through our practices that pay decisions are based on merit and that we are compensating employees the same when they perform the same or similar jobs with similar experience and skills, regardless of an employee's gender or race.

BMS routinely reviews its pay practices to ensure that the company achieves its compensation philosophy and values to provide fair, equitable pay. This includes regularly assessing pay for employees in similar roles and taking into account factors that appropriately explain differences in pay (such as experience, grade and location), and we are confident that we implement equitable pay practices across our population.

In 2023, female colleagues were paid 99% of what male colleagues were paid globally, and, in the U.S., non-white colleagues (including Black/African American, Hispanic/Latino and Asian employees) were paid 100% of what white colleagues were paid.

People and Business Resource Groups

BMS has dedicated business leaders heading each of our eight People and Business Resource Groups (PBRGs). Each PBRG is focused on a distinct dimension of diversity and is designed to harness the business insights and experiences of our global workforce. The PBRG leaders are responsible for bringing forward trusted insights to the BMS Leadership Team to support the business objectives, career advancement and development needs of our employees to drive equitable outcomes for our patients, communities and colleagues, as well as within the industry.

PBRGs are open to the entire global workforce, providing opportunities for networking and continued professional growth and development.

- BOLD partnered with the Commercial Eliquis® team to develop an initiative with faith-based organizations to educate Black/African American communities about cardiovascular disease.
- OLA led and completed a study of the Hispanic/Latino patient journey to gain actionable insights regarding access to care and participation in clinical trials by Latino patients.
- PRIDE Alliance partnered with the Global Drug Development (GDD) organization to enhance data collection, where limited information is available, to help address disparities by sexual orientation, gender identity and intersex status (SOGIIS) in clinical trials.
- VCN partnered with BMS' largest customers, Veteran Affairs and the Defense Health Agency, representing 18 million patients collectively, to support health equity and clinical trial diversity efforts for veterans.
- B-NOW's U.K./Ireland chapter created the first PBRG initiative focusing on menopause, which was also brought to BMS' New Jersey headquarters site. BMS U.K. was recognized at the 2023 Menopause-Friendly Employer Awards.

PBRG membership has grown to **14,000+ unique members** across **200+ chapters** in **41 countries** as of December 31, 2023.

Approximately **41% of BMS employees** are members of one or more PBRGs.

Our 8 PBRGs are:

B-NOW	Bristol Myers Squibb Network of Women
BOLD	Black Organization for Leadership and Development
CLIMB	Cultivating Leadership, Innovation & Multigenerational Belonging
DAWN	Disability Advancement Workplace Network
OLA	Organization for Latino Achievement
PAN	Pan Asian Network
PRIDE	PRIDE Alliance
VCN	Veterans Community Network

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How Our People are Enabling Supplier Diversity

BMS is an advocate of developing sustainable relationships with companies and small businesses that have been historically underrepresented in the corporate world, and we proactively aim to do business with third parties who share these ideals:

- **Support for Diverse Sources**
  We recognize that diverse talents and perspectives are vital to achieving success. BMS seeks to obtain high-quality goods, services and materials from companies that are owned by individuals who are small and diverse, along with women, veterans, the disabled, and/or lesbian, gay, bisexual or transgender (LGBTQ+) people, or others who represent global diversity. We expect third parties with whom we do business to do the same.
- **Support for Economic Development**
  Third parties should develop partnerships with qualified small businesses and companies in distressed communities with high unemployment rates and low median household incomes to encourage economic development and make a positive impact.

We collaborated with a nonprofit (Goodr) committed to providing solutions to food insecurity across the U.S., as well as with BMS Government Affairs, PBRGs, advocacy partners and corporate peers.

"Acting with intention to integrate inclusive thinking and practices into everything we do enables BMS to deliver actionable solutions to address serious gaps in medically underserved communities and to create equitable access to quality healthcare and innovative medicines."

PAMELA FISHER
CHIEF INCLUSION AND DIVERSITY OFFICER
AT BRISTOL MYERS SQUIBB

Billion Dollar Roundtable

BMS' commitment to inclusion and diversity extends far beyond our walls. Our people are advocates and champions for inclusion and diversity among our supplier network. The impact has been great: our supplier diversity program brings agility and innovation to BMS while driving economic development, wealth, job creation and more for vulnerable communities.

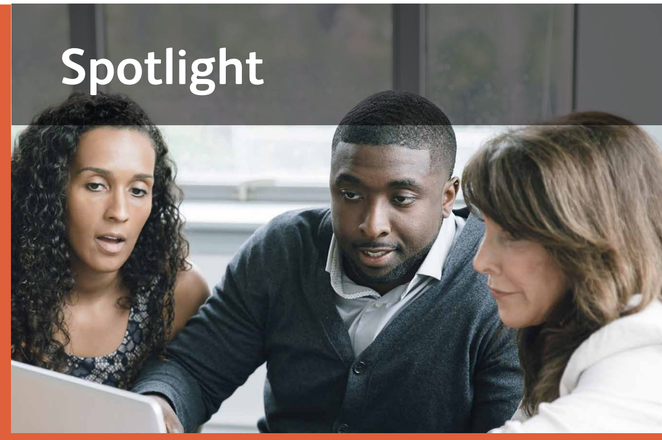
Our journey to $1 billion in diverse spend was achieved in 2022 while doing business with more than 600 suppliers. BMS was inducted into the Billion Dollar Roundtable. With this recognition, we join other Fortune 100 companies in the goal to spend over $1 billion with suppliers that are owned by individuals who come from small and diverse groups, women, veterans, the disabled, members of the LGBTQ+ community, and/or others who represent global diversity. Our membership will help to advance supply chain opportunities and to drive economic empowerment and impact.

While joining the Billion Dollar Roundtable marks a significant achievement, we recognize that there is more work to be done. BMS remains committed to sustaining and building on this achievement to strive to ensure that our suppliers reflect the diversity of the communities where we live, work and serve.

We are developing international contracting opportunities to expand our global spend, including a partnership with Minority Supplier Development U.K. (MSDUK).

† Impact numbers based on 2021 spend

Spotlight





Our $1 billion spend† with diverse suppliers generated:

$2.2B in economic production, supporting an estimated:

6,600 jobs and **$480M** in **wages** and **$60M** in **federal income taxes**

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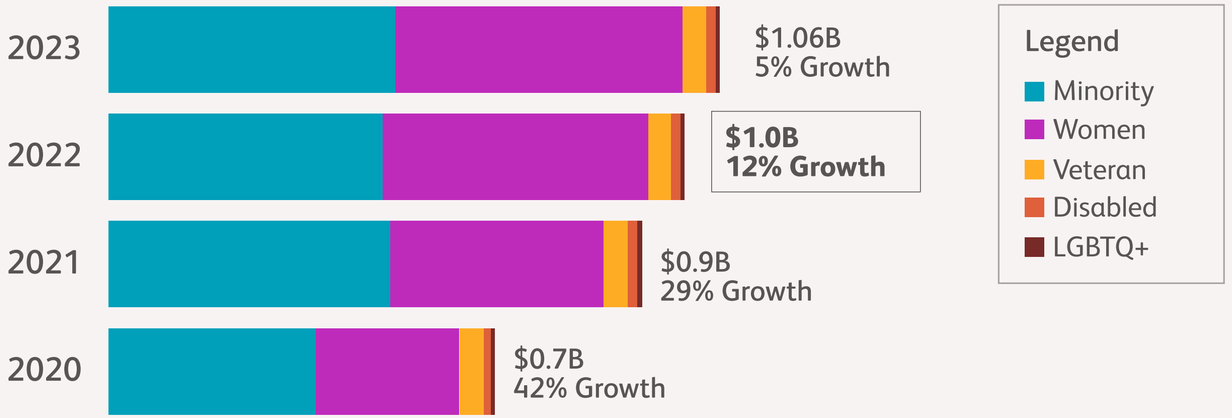
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Success Drivers

Leadership commitment, procurement team goals, rich supplier base, new and existing contract awards, organic growth and strategic relationships



2020–2022 results reflect U.S. and Puerto Rico spend only
Disclaimer: The data and results contained within this presentation/report calculations based on information known to BMS at a point in time

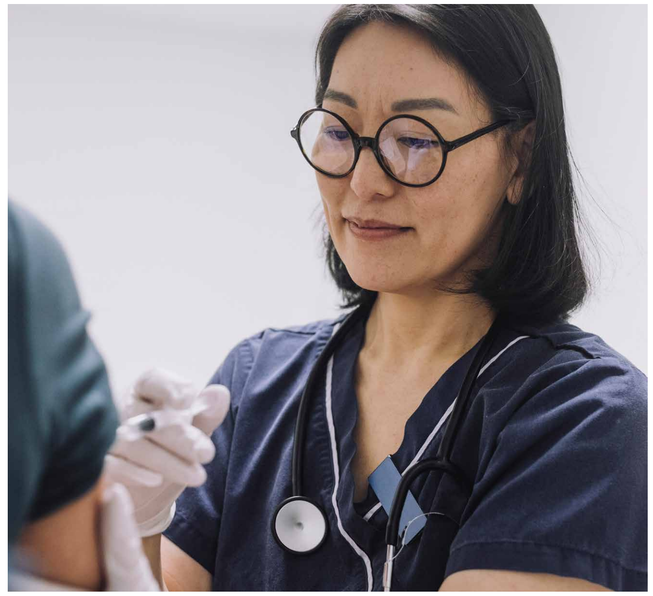
Our journey continues to:

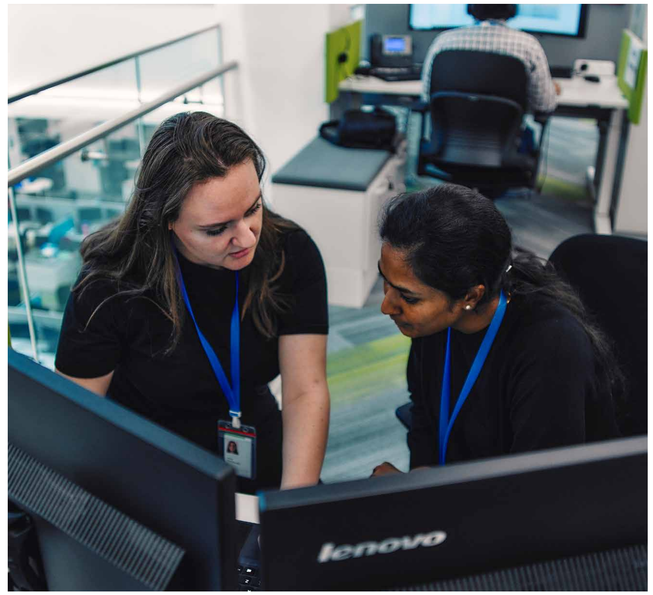
Drive spend equity across each diverse subgroup

Evolve business practices, processes and systems in alignment with program objectives and reporting priorities

Scale program and spend globally based on readiness of international markets

Sponsor initiatives and development opportunities to expand supplier capabilities and capacity





Living Our Value of Passion through Volunteerism

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The BMS value of passion can be seen in our focus on volunteerism—giving of time, talent and funds—to improve the health of the communities in which we work and live.

Volunteerism and Employee Matching Gifts

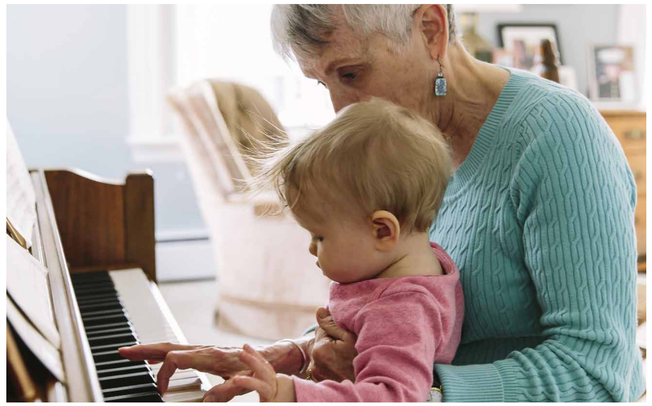
BMS employees logged nearly 9,000 volunteer hours worldwide in 2023 to help improve the communities where we live and work. BMS employees volunteer their time and expertise through a range of initiatives at the company to help improve the quality of life in their communities. Our employees recognize the importance of helping underserved communities. Their actions in response can be seen in efforts that feed the hungry, fight homelessness, help the elderly and homebound, help neighbors with special needs, aid those near and far when disaster strikes, and make the holidays—and every day—brighter for children.

BMS and the BMS Foundation multiply the impact of our people with programs and grants, including:

- **Time off for volunteerism**
  Full-time employees in select markets are eligible for up to two regularly scheduled workdays per calendar year for Volunteer Time Off.
- **Generous match for employee contributions funded by the BMS Foundation**
  One way that BMS employees support their communities is by participating in the BMS Employee Giving program, which provides matching funds to double their charitable donations. The BMS Foundation provides a matching donation of $2 for every $1 donated by employees based in the continental U.S. and Puerto Rico to designated organizations focused on social justice and diversity. These organizations have been selected by the PBRGs due to their continuing partnerships and their effective work on social justice issues.

$104.1K
raised by BMS employees to PBRG-selected charities

$7.1M matched by the BMS Foundation







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Our People in Action: BMS Signature Volunteerism Programs

Power to Impact

BMS' Supplier Diversity team runs an outreach program called Power to Impact to connect directly with the communities we serve, especially the underserved and underrepresented. This team has held numerous successful community outreach events, impacting thousands of individuals through the donation of clothing and food; co-sponsorship of STEM education; and career programs for middle-school students and homeless teens and adults across the country, many in conjunction with supplier diversity events.

In October 2023, we hosted a series of events in Baltimore, Maryland—including a career seminar and a pop-up market at which 500 families received a week's worth of free food. Rondu Vincent, Executive Director of Global Supplier Diversity and Sustainability at Bristol Myers Squibb, praised our minority business and corporate partners in the event to address food insecurity as one of the social determinants of health that were featured on Baltimore's WMAR Channel 2.

During 2023, BMS sponsored four pop-up markets that served over 2,000 food-insecure families in California, Illinois, Maryland, and the District of Columbia.



The C2C4C Global Bike Rides

This BMS tradition has raised more than $16 million for cancer-focused nonprofits around the world since it began in 2014, when a group of oncology employees in the U.S. wanted to do more to help cancer patients. It expanded to Europe in 2016, Japan in 2021 and Latin America in 2022. **The 2023 rides included nearly 350 BMS employees from every therapeutic area representing 28 countries**. Depending on the locations of the rides, the first two Cs in the name can represent Coast 2 Coast, Country 2 Country, or Continent 2 Continent. The heart of C2C4C is patients and raising money for cancer research.

The 2023 C2C4C fundraising total was $2,210,918.98.

Alan Serres Cores, a Labeling Project Manager for Latin America Regulatory Affairs in Argentina, rode in honor of his mother, who died not long after being diagnosed with brain cancer, and his Aunt Hortensia, who battled breast cancer for more than 20 years. Of his aunt, Serres Cores commented, "She was always an example of how to enjoy life and celebrate. She reached 94 years with fullness."

Our employee riders' motivation to participate and advance cancer research has been personal. Some are riding in honor of those who have lost their lives from cancer or are currently battling the disease; all are cycling for patients.

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Alan Serres Cores
Labeling Project Manager at Bristol Myers Squibb

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Our People in Action: Volunteering for National and Global Programs

Light The Night

For 20 years, BMS has been a leading biopharmaceutical fundraising team for Light The Night, the U.S. national series of events by the Leukemia & Lymphoma Society (LLS). Supporting LLS and Light The Night aligns with BMS' patient-centric mission. During these walks, blood cancer survivors and supporters carry colored lanterns that represent LLS' goal of "bringing light to the darkness of cancer." The colored lanterns signify participants' connection to blood cancers—red for supporters, white for survivors, and gold carried in memory of loved ones lost to cancer. In 2023, BMS raised nearly $1.09 million for Light The Night, and engaged more than 750 team members.

Time to Engage

BMS France completed 11 missions for five organizations, with the participation of 47 employees, thanks to Time To Engage, a local BMS program that allows employees to dedicate two working days per year to help volunteer with patient associations or charitable organizations. Through these missions, BMS employees show their dedication and solidarity, beyond their day jobs, to make a positive difference in the lives of patients, their families and society overall. Some examples of these missions include:

- Assembling emergency health kits with medicines and medical supplies for humanitarian emergencies and disasters around the world
- Running for the Children Without Cancer race to raise funds for research programs on childhood and teenage cancer
- Singing and playing piano and cello to raise awareness and funds for blood cancer

Light The Night: Goals and Progress

2023 Goals	2023 Progress
90 Teams	95 Teams
700 Team Members	751 Team Members
Raise $300,000	Raised $487,422
$600,000 in Sponsorships	$600,000 in Sponsorships
Goal: $900,000 Total	**Achieved: $1,087,422 Total**

Kosi Challenge

Navigating a rare cancer diagnosis can be isolating and confronting, especially since there is a lower level of awareness concerning these cancers. The BMS Australia team is a long-time supporter of Rare Cancers Australia and its annual fundraising event, the Kosi Challenge. This event sees people climb to Australia's highest mountain, the summit of Mount Kosciuszko (Kosi), to raise crucial funds and awareness for the 52,000 Australians affected by rare and less common cancers. In 2023, 70 members of the BMS Australia team hiked over 13 kilometers to the summit of Mount Kosi at 2,238 meters above the sea level and raised over $50,000 (AUD).





5.0

Operating with Integrity

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Corporate Governance and Risk Management

The work to advance our ESG commitments is built on the foundation and legacy of ethical business conduct and acting with integrity in everything we do.

Businesses are built on relationships and centered on trust, and the way we conduct ourselves reflects our company values. Good governance is vital to our success, and we aim to meet or exceed best practices, providing transparency and accountability to all our stakeholders.

Our robust governance model includes oversight by the BMS ESG Council—a cross-functional management committee comprising senior executives and subject matter experts from across the company—as well as the company's Executive Leadership Team and Board of Directors.

Board Oversight: Governance and Enterprise Risk Management

Our business is managed under the direction of our Board pursuant to the Delaware General Corporation Law and our bylaws. The Board has responsibility for establishing broad corporate policies and the overall performance of our company. The Board keeps itself informed of company business through:

- Regular written reports and analyses from management
- Discussions with the CEO and other company officers
- Reviews of other materials provided by management and by outside advisors
- Participation in Board and Board committee meetings



The Committee on Directors and Corporate Governance continually reviews corporate governance issues and is responsible for identifying and recommending the adoption of corporate governance initiatives. In addition, our Compensation and Management Development Committee regularly reviews our compensation policies and procedures and, when appropriate, recommends changes that strengthen our compensation practices.

The Board of Directors has adopted Corporate Governance Guidelines that govern its operation and that of its committees. Our Board annually reviews the Corporate Governance Guidelines and, from time to time, revises them in response to changing regulatory requirements, evolving best practices and feedback from our shareholders and other stakeholders.

Our Board is dedicated to oversight of risk management and is responsible for risk oversight as part of its fiduciary duty of care to monitor business operations effectively. Specifically, the Board plays a critical role in determining the types and appropriate levels of risk undertaken by the company.

"At BMS, operating with integrity means so much more than complying with regulatory obligations and following guidelines. It's about making it easy for our people to do the right thing always."

KIM JABLONSKI
SENIOR VICE PRESIDENT AND CHIEF COMPLIANCE & ETHICS OFFICER AT BRISTOL MYERS SQUIBB

Some of the key risks the Board is focused on relate to:

- Potential legislative or other regulatory actions impacting the pharmaceutical industry in the U.S. and internationally, including drug pricing and access
- Intellectual property protection and upcoming losses of exclusivity
- Competition
- Business continuity
- Key ESG risks, inclusive of human capital management and our inclusion and diversity goals
- Cybersecurity

Our Board administers its strategic planning and risk oversight function as a whole and through its Board committees.

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Proactive Shareholder Engagement

We continued to place a high priority on our proactive engagement with our shareholders in 2023, reaching out to over 50 of our top shareholders, representing approximately 52% of our voting shares outstanding. In 2023, management and members of the Board, including our Lead Independent Director, met with many of our shareholders and had a productive dialogue on a number of topics, including board composition and leadership, company strategy and execution, inclusion and diversity, ESG strategy and risk oversight, and executive compensation.

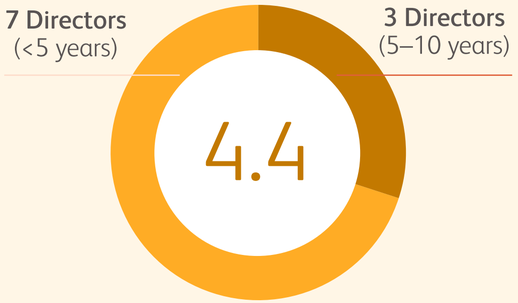
The feedback received was generally positive and was shared with the entire Board and members of senior management. In addition, in early 2024, we continued to engage with shareholders, seeking active feedback and offering additional insights on current topics of interest, such as our recent leadership transition in November 2023, Board leadership structure, company strategy (including commercial execution and impact of changes in the regulatory environment), progress against our inclusion and diversity and ESG priorities, and executive compensation and corporate governance topics, including the shareholder proposals included in our 2024 Proxy Statement.

Throughout the last few years, we have actively solicited feedback from shareholders on topical issues and offered additional insights on shareholder proposals that were submitted or included in our recent Proxy Statements.



Board Diversity†

Average Director Tenure (years)



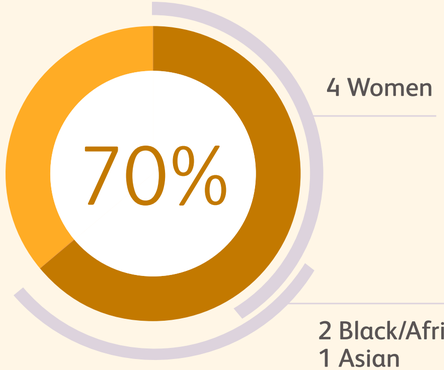
Board Refreshment

5 New Directors over the last four years

Age Distribution

62 Average Age of Directors (years)

Women and Underrepresented Racial and Ethnic Groups



4 Women

2 Black/African American
1 Asian
1 Hispanic/Latino

Gender Diversity

40% Female Directors

Racial/Ethnic Diversity

40% Racially/Ethnically Diverse Directors

† Based on 2024 Director Nominees as of March 28, 2024

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ESG in Executive Compensation

Similar to 2022, for the 2023 annual bonus plan, for our employees at the level of Vice President and above, including our named executive officers, 10% of the company performance factor was based on an ESG scorecard metric. This metric was included to incentivize our executives to timely achieve or to progress important ESG milestones. We chose to include the ESG scorecard in the annual bonus program, as it incentivizes important progress toward various goal steps to meet, in some cases, long-term commitments with varying completion dates, while also giving us the opportunity to annually realign the metric goals to our strategic priorities and prior achievements. We anticipate these goals to change to some degree each year.

The selection and evaluation of these metrics were the product of a robust governance process. Namely, the goals and achievements were (i) established by the Compensation and Management Development Committee (CMDC); (ii) reviewed by our Committee on Directors and Corporate Governance, which has primary oversight responsibility of our ESG strategy; and (iii) finalized and approved by the CMDC.

Please refer to our 2024 Proxy Statement for a detailed overview of our executive compensation.









Enterprise Risk Management

At the enterprise level, our cross-functional Enterprise Risk Committee (ERC) supports ERM governance and reporting to assist our executive leadership in their responsibilities related to risk management. Our risk management framework and processes enable us to identify, assess, prioritize and address risks regularly, which leads to value creation for all stakeholders, including our patients, employees and global communities.

Council members include representatives from across the breadth of our organization:

Business Continuity	Finance
Commercialization	Global Quality and Supply Chain
Corporate Affairs	Human Resources
Digital and Technology	Legal and Compliance
Environmental, Health and Safety	Research and Development
ESG	Strategy

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Our approach involves a systematic and disciplined set of policies, processes and practices supported by a structure that enables ongoing identification, assessment and prioritization of the major risks associated with our business objectives. It includes developing, implementing and monitoring risk mitigation strategies, and reporting significant financial risks with probabilities to our management team and Board of Directors.

The Senior Management Team receives updates and engages at least annually on enterprise risks. Our Audit Committee periodically discusses company policies and guidelines with management regarding risk assessment and mitigation, as well as major financial risk exposures and steps they have taken to monitor and control them.

In addition, each of our facilities has a written incident management plan that addresses major employee health and safety incidents that involve or impact BMS employees, facilities, operations or equipment, or that involve or impact third-party contractors whose activities have the potential to adversely impact BMS assets or activities.

ESG Operating Model and ESG Council

Our Board considers our ESG risks and opportunities as integral to our strategy for doing business around the world. Our strong governance profile includes direct oversight by our Board, with primary responsibility for ESG risks, assessments and disclosure assigned to the Board's Committee on Directors and Corporate Governance (CDCG). Oversight by this committee strengthens our ability to operate with the highest levels of quality, integrity and ethics, which are foundational to our business.

In addition, as ESG relates to our incentive programs and management of human capital, the Board's Compensation and Management Development Committee (CMDC) provides oversight and input. The Board's other committees may also provide oversight on certain topics consistent with their respective charter responsibilities.

Our Board members discuss pertinent ESG topics multiple times per year, including details about external and emerging trends. They weigh internal performance against predetermined objectives and opportunities to extend or modify our programs.

The BMS Board is composed of a diverse and independent group of individuals who bring a depth of expertise, a broad range of skills and a strong sense of integrity to our business. Together with our senior management and other employees, BMS' Board members have adopted our Principles of Integrity, which reflect who we are as a company and provide a common framework for how we interact with our employees, customers, patients, shareholders, partners and the global community.

Our ESG Council, a cross-functional management committee that reports to our Board Chair and CEO, our BMS Leadership Team (BMSLT) and the CDCG, is responsible for assisting with the development and execution of our overall ESG strategy. The Council serves as BMS' primary governance body for all ESG matters, and is led by the Vice President of Purpose and ESG in our Corporate Affairs practice. ESG Council members are subject matter experts from across our organization who help raise awareness and achieve alignment on both managing ESG-related risks and opportunities.







Ethical Business

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Over a century ago, we promised to act on our belief that the priceless ingredient of every product is the honor and integrity of its maker. Today, we continue to operate with effective corporate governance and high standards of ethical behavior. The values and principles espoused in our mission and commitment—and applied in our Principles of Integrity: BMS Standards of Business Conduct and Ethics—guide every action we take and every decision we make in the course of our business practices.

To mark the new year of 2024, BMS published an updated Principles of Integrity: BMS Standards of Business Conduct and Ethics. These Principles embody our high standards of ethical behavior and form the basis for our interactions with our employees, patients, customers, shareholders and the global community. We are all responsible for enforcing our Principles and making decisions for the right reasons and in the right way. This includes maintaining a workplace where open and honest communications are the expectation—not the exception.

Anti-Corruption

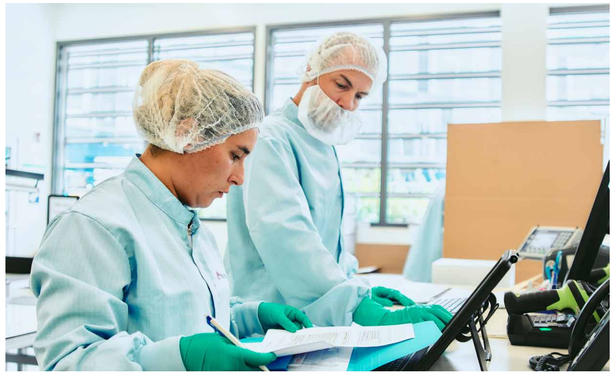
BMS is committed to compliance with international anti-corruption laws and standards. We forbid bribery, kickbacks or improper payments anywhere in the world, even if the refusal to make such a payment may result in BMS losing a business opportunity. We do not offer any improper payments, benefits or anything of value to influence decisions, obtain or retain business, or otherwise secure any improper advantage.

Human Rights

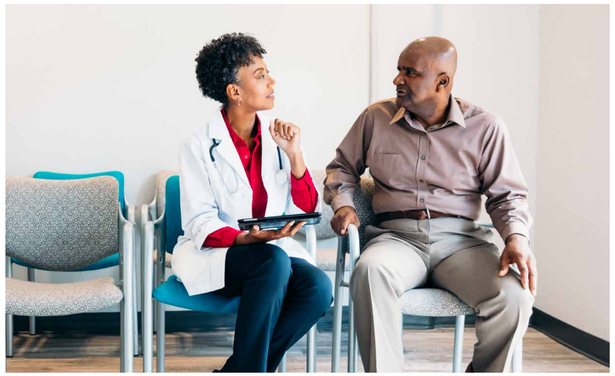
BMS is committed to respecting human rights throughout our own business and our value chain. Our commitment, outlined in our Global Human Rights Position Statement embraces internationally recognized human rights standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs); the Universal Declaration of Human Rights (UDHR); the International Covenant on Economic, Social and Cultural Rights (ICESCR); and the International Labour Organization's (ILO's) Core Labour Rights Conventions.

We take our commitment to economic, social and environmental sustainability seriously, and extend this expectation to our partners and suppliers. We promote human rights within our own workforce, and with our suppliers, and strive to comply with the law in the countries where we do business. We outline supplier expectations in our Standards of Business Conduct and Ethics for Third Parties as well as in our supplier contracts.

We embrace a diverse and inclusive workforce, and promote our employees' health, safety, and equitable and respectful treatment without discrimination or harassment as outlined in our Principles of Integrity. These Principles apply to all BMS employees and to all contractors working on behalf of BMS. In addition, our comprehensive Occupational Health and Safety Standards Manual, part of our Health & Safety Management framework, focuses on compliance, training and continuous improvement.







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Responsible Marketing

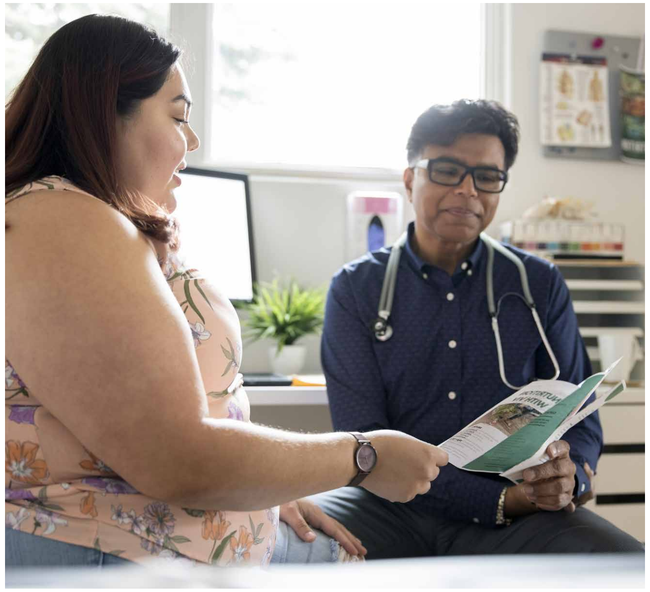
BMS markets our products based on quality, efficacy, safety and value. We seek to ensure that our promotional materials help both healthcare professionals and patients understand the clinical profile of our products, including the benefits and the risks. BMS has a team dedicated to advertising and promotion, so the information communicated is accurate, truthful and consistent with approved product labeling and applicable law. Employees receive training on responsible marketing and advertising.

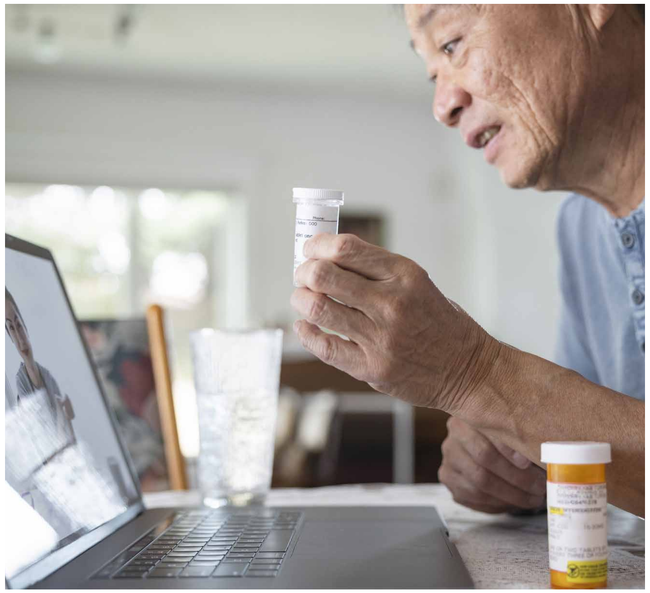
Only approved promotional materials are shared with our patients, and we promote the appropriate use of our products directly to healthcare professionals and organizations. Information about the appropriate use of products is provided to consumers both inside and outside the U.S. through a variety of platforms.

At BMS, we believe that responsible direct-to-consumer (DTC) advertising, where permitted, can foster informed conversations between patients and their healthcare providers about healthcare, disease and available treatment options. We also believe that DTC advertising can educate and encourage patients to comply with prescription drug treatments.

BMS adheres to the voluntary DTC marketing guidelines set forth by the Pharmaceutical Research and Manufacturers of America (PhRMA). This includes the following guiding principles:

1. To **be accurate**, truthful and not misleading
2. To **make claims** only when supported by appropriate evidence
3. To **reflect balance** between risks and benefits
4. To be **consistent** with the FDA-approved labeling







Spotlight

Ethisphere Compliance Certification Program

BMS engages with Ethisphere to perform an independent assessment of our Compliance and Ethics program biannually. This benchmarks our program against other global companies and provides us with actionable recommendations to continue building and maintaining an ethical culture.

Ethisphere has awarded BMS its Compliance Leader Verification designation consecutively since 2012 in recognition of our outstanding commitment to achieving a best-in-class ethics and compliance program.

In 2022, Ethisphere completed its latest review of our program, which involved a 155-question survey, 22 interviews with leaders across the organization and a review of 343 documents. Our resulting Compliance Leader Verification designation covers 2023/2024.

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Bringing to Life Our Value of Integrity

Principles of Integrity: Codes of Conduct

Our BMS Standards of Business Conduct and Ethics (Principles) provide basic requirements for conducting business in a compliant and ethical manner. We are committed to uncompromising ethics with strong values of accountability and integrity. These Principles serve as the foundation for BMS' policies and procedures, and comprise a significant part of our Compliance program.

BMS operates in a complex, competitive and highly regulated industry. Adherence to our Compliance program is critical to striving to ensure that our company and our employees make good decisions to do the right thing. As a global organization, we must comply with the laws in the countries and states in which BMS operates. In addition, because BMS is a public company based in the U.S., some U.S. laws apply to BMS businesses outside of the U.S.

Principles of Responsible AI

Recognizing both the benefits and risks of emerging technologies such as artificial intelligence (AI), BMS established our Principles for Responsible Artificial Intelligence in 2023. These define ethical standards and practical requirements for the development, deployment and use of AI, including:

- Accountability for compliant and effective use of AI, which extends to our partners
- Fairness and equity in design and implementation, taking steps to avoid unintended bias
- Employment of technology that is reliable and safe
- Privacy and data protection through control and transparency
- Transparency and clarity about how the technology functions and how the output to be used
- Empowerment of people to responsibly design and deploy technology aligned with BMS values

Representative topics within each major section of our Principles of Integrity include:

Prioritizing Our Patients	Protecting and Empowering Our Employees	Conducting Our Business	Applying Internal Controls
• Scientific and Research Integrity • Quality • Product Safety • Disclosure of Data • Data Integrity and Privacy • Patient Support Programs	• Maintaining a Respectful and Professional Workplace Free from Discrimination and Harassment • Raising Concerns • No Tolerance for Retaliation • Safe Working Environment • Employee Privacy • Human Rights	• Anti-Corruption • Interactions with Healthcare Professionals • Healthcare Organizations and Patient Organizations • Promotional Activities • Corporate Giving • Conflicts of Interest • Fair Competition • International Trade Activities • Political Activity • Purchasing and Contracts • Environment • Occupational Health, Safety and Sustainability	• Artificial Intelligence • Asset Protection • Corporate Records • Material Nonpublic Information • Financial Integrity • Public Disclosures and Filings • Securities Trading • Business Expenses • Product Inventory Levels

In addition to our Principles of Integrity, BMS has also adopted Codes of Conduct and Ethics for roles with specialized responsibilities. These include:

Code of Business Conduct and Ethics for Directors

The Code of Business Conduct and Ethics for Directors provides BMS directors with guidance on recognizing and handling areas of ethical issues, as well as information on how to report unethical conduct. This code applies to all directors of Bristol Myers Squibb and is intended to help foster a culture of openness and accountability at the company.

Code of Ethics for Senior Financial Officers

The Audit Committee adopted a Code of Ethics for Senior Financial Officers that supplements the Principles of Integrity by providing more specific requirements and guidance on certain topics. This code applies to the CEO, the Chief Financial Officer, the Controller, the Treasurer and the heads of major business units.

Standards of Business Conduct and Ethics for Third Parties

We recognize that third parties have an important role in our success. We strive to conduct business only with third parties who share our commitment to the Standards of Business Conduct and Ethics for Third Parties (3P Standards). We encourage third parties to adopt and apply the 3P Standards, and to have processes and/or systems in place to support operating in compliance with all applicable laws, regulations, guidelines and industry codes. Specific requirements for adherence to the 3P Standards are included in contracts with third parties.

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Education on Ethics and Compliance

BMS has a comprehensive and ongoing program of education related to compliance and ethics. Certain courses, such as Principles of Integrity, Non-Discrimination and Anti-Harassment, and Responsible Use of AI, are required of every BMS employee, non-BMS organization and individual working on behalf of BMS. Other training courses are targeted to certain levels of management or types of roles.

Responsible Use of Artificial Intelligence (New for 2023)	Interactions with Healthcare Professionals (HCPs) and Healthcare Organizations (HCOs)
Non-Discrimination and Anti-Harassment	Anti-Bribery and Anti-Corruption (ABAC) Update
Principles of Integrity	Anti-Bribery
Responsible Creation and Management of BMS Information	Training on Avoiding Insider Trading
Leading with Integrity	Data Protection and Privacy
Grants, Giving and Corporate Sponsorship Support	Interactions with Public Officials, Lobbying Activities and Political Contributions
The Use and Protection of Computers and Other Digital Resources and Information	Digital Resource and Information Protection for Business Owners and Data Custodians

☐ Required training for every BMS employee, non-BMS organization and individual working on behalf of BMS







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Prioritizing Our Patients: Scientific and Research Integrity

We conduct research and development with uncompromised scientific and ethical integrity consistent with applicable laws, regulations, ethical standards and practice guidelines, including Good Laboratory Practices, Good Clinical Practices and Animal Welfare Practices.

In our interactions with healthcare professionals, healthcare organizations and patient organizations, BMS has governance processes to help ensure unbiased assessments and decisions. We respect the practice of medicine, and we support the integrity of the physician-patient relationship. We interact with healthcare professionals, healthcare organizations, patient organizations, payers and others in a way that does not have, or appear to have, an improper influence on their decisions and only for legitimate and appropriate business purposes.

We adhere to applicable industry guidelines and other regulations, only offering meals and hospitality in a manner that is consistent with our Policies and that is conducive to educational, clinical or scientific discussions. We collect, report and disclose payments and other transfers of value where required by law.

Our Integrity Line

BMS deploys an integrated network of help lines and reporting lines to provide our colleagues with multiple channels to report potential compliance incidents. The BMS Integrity Line is a reporting system available in multiple languages and open 24/7. In 2023, we received over 850 contacts to the BMS Integrity Line. Reports can be made confidentially and anonymously where local law permits and without fear of reprisal. If employees are aware of a potential violation of our Principles of Integrity, local law or regulations, they have an obligation to report the issue.

We have additional specialized functions that enable employees to ask questions, raise concerns or report issues. These include Employee Relations, Ombuds, Cyber Security, Adverse Events, Corporate Security, Data Integrity and Privacy, and Management.

Speak Up

All employees should feel empowered to ask questions, raise concerns, and report issues. Regardless of how issues are raised, BMS policy prohibits threats of acts of retaliation against people who, in good faith, provide information regarding potential misconduct.

Spotlight



Integrity@BMS

Guided by our mission and values, the many acts of **Integrity@BMS** highlight our continued commitment to doing the right thing for patients. **Integrity@BMS** has built unique storytelling around our ethics in action, and it continues to elevate the voices of our employees making the right decisions in the right way.

Cybersecurity and Data Privacy

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Managing Cybersecurity Risk

We are constantly evolving our cyber defenses to minimize impacts from cyber threats by using a multi-pronged approach that helps safeguard our assets and data. We are particularly focused on addressing emerging cybersecurity risks, including human risk, as phishing attacks remain one of the most common causes of data breaches; third-party supply chain risks, as threat actors continue to target supply chains to compromise a greater number of victims; and geopolitical risk, as tensions and conflicts around the world are often accompanied by an increase in sabotage, espionage and cyberattacks.

Our Audit Committee, which consists solely of independent directors, oversees the company's overall enterprise risk assessment and risk management policies and guidelines, including risks related to cybersecurity matters. Our Audit Committee reviews, discusses with management and oversees the company's information security and data protection programs. In particular, the Audit Committee receives periodic updates from the chief information security officer (CISO), internal audit function and other members of management on significant cybersecurity and data privacy threats to our systems and the potential impact on the company's business, financial results, operations, and reputation, risk management strategies, including information governance and security policies and programs, program assessments, planned improvements, major legislative and regulatory developments that could materially impact BMS' cybersecurity and data privacy policies and programs, and status of information security initiatives, including an appropriate threat assessment relating to information technology risks. After each such update, the Chair of the Audit Committee updates the full Board. The Board also receives similar cybersecurity updates directly from the CISO and other members of management at least annually, and as needed from time to time. Please refer to our 10-K for more details on our cybersecurity risk management strategy and governance.

Comprehensive Data Privacy Requirements and Standards for Business Conduct and Ethics for Third Parties

BMS respects the privacy, protection and appropriate use of data (including personal information) by upholding regulations and laws, establishing a Global Privacy Office, and appointing a Global Data Protection Officer and a Chief Privacy Officer.

The Standards of Business Conduct and Ethics for Third Parties (3P Standards) apply to third-party companies with whom BMS has agreements, such as suppliers, distributors, consultants, agents, service providers, joint ventures, co-promotion and research or licensing partners (third parties). BMS recognizes that third parties have an important role in our company's success, and we strive to conduct business with third parties who share our commitment to the 3P Standards. Therefore, we expect third-party suppliers and vendors to abide by our standards and to have processes and/or systems in place to support operating in compliance with all applicable laws, regulations, guidelines and industry codes.

Third parties should safeguard and comply with the proper use of confidential information to help ensure that company, worker and patient privacy rights are protected. As part of our 3P Standards, third parties should comply with applicable privacy and data protection laws, and ensure the protection, security and lawful use of personal data.

> "If a pharmaceutical company is able to explain their value proposition and be transparent about what they do and don't do with their patients' data, they will earn a seal of trust, and then patients to be more willing to share their data in situations that will not only benefit the company but also society as a whole."
>
> **ALEJANDRO GENE**
> VICE PRESIDENT AND CHIEF PRIVACY OFFICER
> AT BRISTOL MYERS SQUIBB



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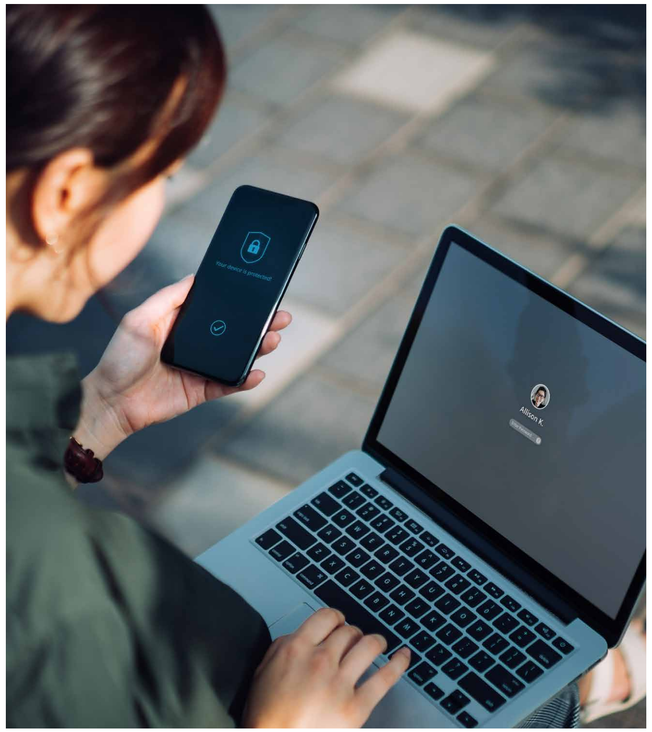
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Privacy and Cyber Awareness and Education

BMS has a program to educate employees about cybersecurity and data privacy. We publish a monthly internal news bulletin, “Privacy Bytes,” which provides updates and alerts on topics such as data subject rights, genetics, biometrics and biospecimens, international data transfer, emerging technologies and regulations, and clinical R&D implications.

Additionally, our team publishes a series of privacy podcasts with stories and practical advice on understanding and identifying personal data, incident management, vendor management for third-party data privacy, and the E.U. General Data Protection Regulation (GDPR).



Next-Generation Privacy Design

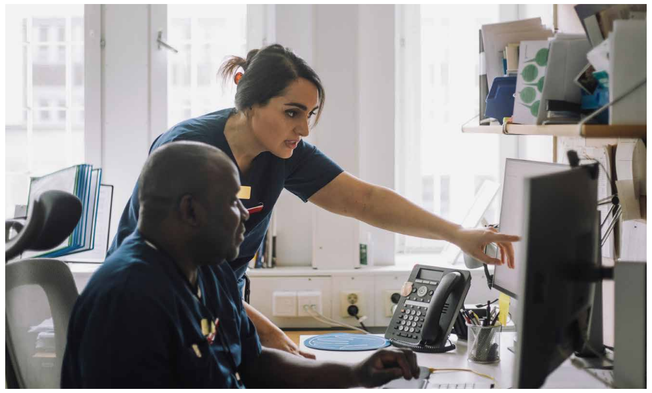
BMS is developing a forward-looking Next-Generation Privacy Program to address shifts in the internal and external environments, along with emerging challenges in data privacy protection.

Our data privacy program will look to address scalability, broader global market coverage, accountability for decision rights, and privacy ownership and data inventories. Through our Next-Generation Privacy Program, BMS will implement solutions to:

- Drive business accountability by embedding privacy accountability in key markets and central functions
- Evolve the privacy program with clearer roles and responsibilities, as well as improved centralized tools and training

This ambitious program was developed during 2023 and is expected to be implemented during the course of 2024.

We aim to collect, use and share information in a manner consistent with our company values, including high ethical standards, integrity, inclusion, fairness and transparency.







6.0

Sustaining Our Planet and Improving Health

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Climate and Environmental Responsibility

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BMS is acutely aware of our responsibility to minimize the impact of our operations on the environment to preserve the planet for future generations.

Healthier environments support healthier people, which is why we seek out actionable solutions that minimize our environmental footprint and address the harmful effects of environmental degradation and climate change on public health. We have designed and implemented environmental goals that not only reflect our science-led, innovation-focused approach, but also ensure accountability to those we serve through strong governance and transparent reporting practices.

We understand that our operations—from research and development to clinical trials, to manufacturing and distribution—affect life on planet Earth, and we are working to address these challenging environmental issues at every stage. This includes our efforts to work collaboratively to address the intersection of climate change with human health and disease, particularly for those more susceptible to climate impacts.

We are committed to both reducing our environmental impact and increasing the transparency around our actions. Monitoring, measuring and reporting allows us to continually review and assess our progress and to ensure we are delivering against the commitments we have made in the most meaningful way. We remain on track to meet our environmental goals, including zero waste-to-landfill and 100% purchased electricity from renewable sources.

We continue to take important steps to drive decarbonization and manage environmental and climate-related risks within our own operations and across our value chain. We are proud of the progress we have made, but we recognize that there is still more work for us to do to help create a healthier world. Our internal efforts, combined with our strategic partnerships and collaborations, are critical enablers to tackling the environmental issues we are facing today. We also recognize the importance of biodiversity and natural capital, and we are reviewing new disclosures—and industry expectations—in these areas.

In 2023, we published our inaugural Task Force on Climate-related Financial Disclosures (TCFD) Report and **submitted our science-based targets to the Science Based Targets initiative (SBTi)** for external validation.



Our Environmental Goals

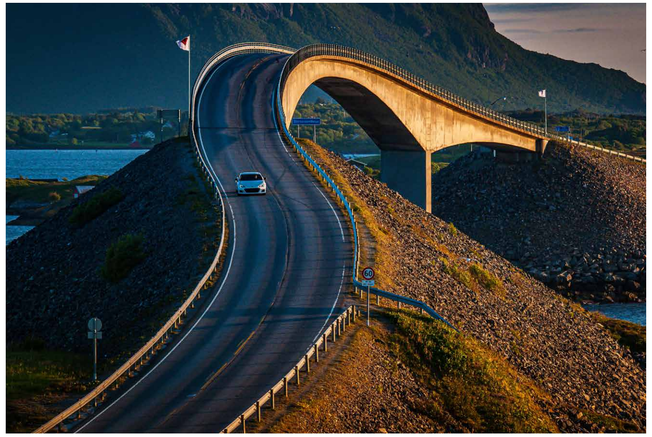
We manage our environmental footprint with a science-first approach, which has guided the development of our goals:

In 2024
Receive validation of our science-based emissions reduction targets by SBTi

By 2030
100% of purchased electricity from renewable sources

By 2040
Reach the targets of equitable water use, zero waste-to-landfill and 100% electric vehicles in our commercial fleet

By 2050
Net-Zero emissions in Scopes 1, 2 and 3 (value chain)



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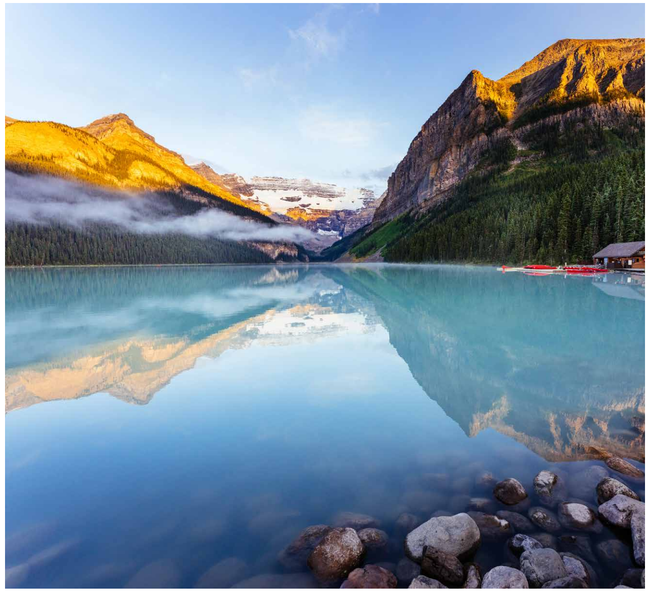
Adapting Our Business Model to Address Climate and Environment

Environmental sustainability is integral to our strategy, culture and business operations. This can be seen at every level from executive leadership and Board-level oversight to employee engagement. By better understanding how our business is impacted by climate change, we can strengthen our business resilience and continue to provide patients with the life-saving medicines they need.

We continue to adapt our business model to ensure that we are well-positioned to address climate and environmental issues, and we draw upon the knowledge of climate experts, as well as our own deep experience in innovation, to develop more sustainable practices at every stage of pharmaceutical research, development and commercialization.

We continually seek out ways to strengthen our operations, bolster our resiliency, and find solutions that will allow us to mitigate potential risks posed by climate change. Integrating climate risks within our enterprise risk management (ERM) framework and prioritizing climate-related actions based on our business objectives help ensure that we are able to manage and mitigate the climate and environmental challenges we face.

Minimizing the impact of our operations on the environment is one of BMS' core responsibilities.





"At BMS, we tackle the challenges of climate change through a collaborative ecosystem of meaningful external and internal partnerships that focus on key initiatives such as supply chain decarbonization and environmental stewardship within our facilities and across our labs."

KARIN SHANAHAN
EXECUTIVE VICE PRESIDENT OF GLOBAL PRODUCT DEVELOPMENT & SUPPLY AT BRISTOL MYERS SQUIBB

Our Approach to Climate Risk

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BMS alone cannot solve the global climate challenges; however, we are making significant strides to reduce our impact on the planet by setting bold and ambitious environmental goals and innovating our operations. We are also using our influence as a market leader to partner with peers and suppliers on decarbonizing the pharmaceutical industry while working to ensure a high-quality and uninterrupted supply of medicines.

We strategically incorporate climate risks into our decision making and continuity planning.

Climate-related risks and opportunities are prioritized by their relative material impact on BMS, the time frame in which they may present themselves and our overall control to influence the situation. We regularly track the key performance indicators, along with the relevant mitigation plans, to ensure we are maintaining continuous improvement and managing emerging issues as they arise.

In our TCFD Report, we outline our climate risk management and governance, our analysis and scenario mapping, as well as our strategic approach to climate risks and opportunities.

BMS Climate Governance Structure

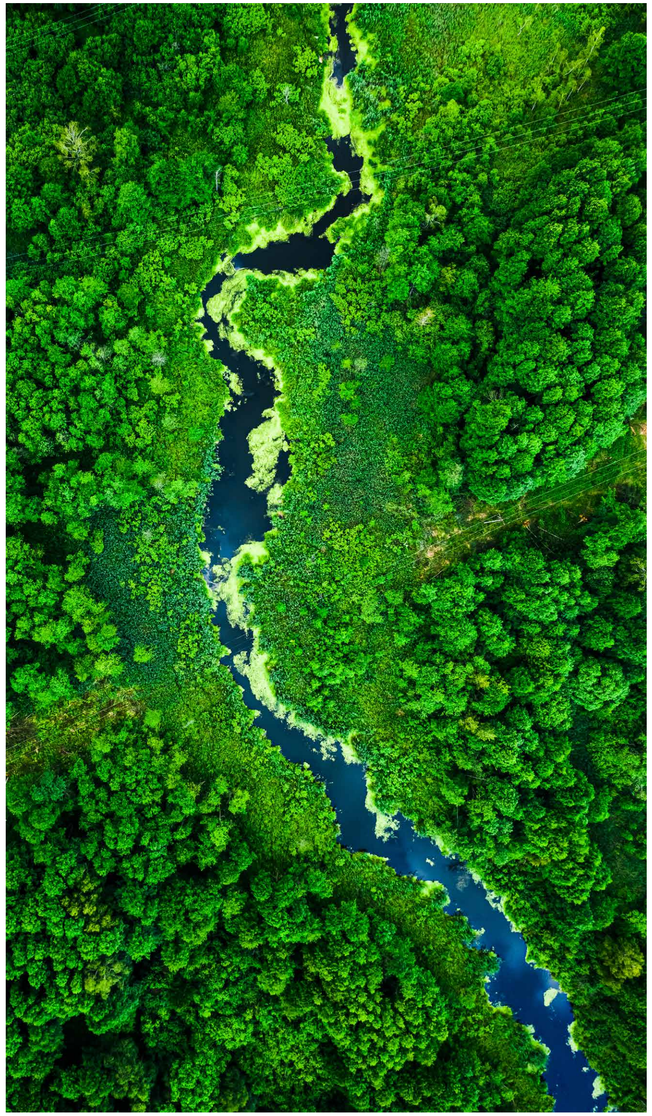
Our climate risk strategy is tied directly to our enterprise-wide strategy and is overseen by our Board of Directors through the Board's Audit Committee and the Committee on Directors and Corporate Governance (CDCG). As such, our governance model ensures that the Board of Directors, led by our Board Chair and CEO, has direct insight into our climate-related issues. The Audit Committee of the Board regularly reviews our reporting practices, and the CDCG is accountable for our role as a global corporate citizen, including matters related to our climate risk reporting, strategy, goals and targets.

Climate-related risks and opportunities relevant to BMS are reviewed by the BMSLT and considered in BMS' internal strategy and decision-making processes. This enables us to identify, assess, prioritize and address climate-related risks.

The Global Head and Vice President of Environment, Occupational Health, Safety and Sustainability (EOHSS) is the head of the Climate Change and Emissions ESG Working Team, which is accountable for climate risk-related strategy development and operational execution. Additionally, the Vice President of EOHSS is responsible for assessing the climate-related impact on the business.

Going Forward

Effective climate risk management will remain at the forefront of our business strategy and foundation for long-term sustainable growth. Our approach to climate risk scenario analysis and disclosures will continue to evolve to meet our business needs, regulatory requirements, changing environmental conditions and the macroeconomic landscape. Over the years ahead, we will continue to further evaluate the adaptation and mitigation measures we currently have in place to strengthen our business resiliency. As we continue to build upon and strengthen our analysis, management and reporting, we will prioritize engagement with stakeholders to help us maintain and develop resilient operations to support the safe and reliable delivery of medicines to our patients.



Our Energy Use and Emissions

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During 2023, BMS implemented more than 70 projects to reduce energy use and greenhouse gas (GHG) emissions across our operations. We also formally submitted our near-term and Net-Zero targets to the Science Based Targets initiative (SBTi) in December.

We anticipate SBTi validation in 2024. Our commitment includes the following targets:

- To reduce absolute Scope 1, 2 and 3 GHG emissions from fuel- and energy-related (FERA) activities 55% by 2033 from a 2022 base year
- To have 74% of BMS suppliers by emissions (covering purchased goods and services, capital goods, and upstream transportation and distribution) adopt science-based targets by 2028

Achieving our goals requires an enterprise mindset and collaboration across the business. To do this, our teams undertake U.S. Environmental Protection Agency (EPA) styled "Treasure Hunts" to identify energy-saving and emissions-reduction solutions and projects that will help us meet our objectives. One of the major outcomes of these projects was the deployment of an Automatic Fault Detection and Diagnostics software platform at eight major sites (see the Energy Star spotlight on page 84).

Other accomplishments in 2023 related to energy/GHG included:

- Installation of boiler stack economizers at one BMS site, a waste heat recovery system used to preheat water for various applications
- Air change rate reductions in lab environments, retrofitting lab fume hoods with automatic sash controls
- Chiller plant optimization sequences on three major chiller plants
- Lighting control upgrades and HVAC sequence upgrades

Throughout the year, we also invested in multiple decarbonization studies to understand the potential impact of various projects. This included waste heat recovery programs and the viability of geothermal heat pumps. We recognize the need for continuous improvement and adaptability, and will continue to investigate new and emerging technologies to help us achieve our near-term and Net-Zero targets.



Transitioning to Renewable Energy

We have set a target to achieve 100% of purchased electricity from renewable sources in our operations by 2030. We expect to achieve our target by building on our current renewable energy portfolio, using virtual power purchase agreements (VPPAs) as an important part of our strategy.

In 2022, we executed a 15-year VPPA for 60 megawatts (MW) at the 240-MW Cattlemen Solar Park in Texas. In November of 2023, we announced a second 15-year VPPA with National Grid Renewables for 145 MW of solar at the Texas-based Blevins Solar Project. These actions propel BMS another step closer to realizing our 2030 goal of 100% purchased electricity from renewable sources.

In addition to purchased renewable energy, our solar photovoltaic (PV) footprint includes PV arrays installed at three New Jersey locations, as well as in China and the U.K. These PV arrays carry a maximum output of nearly 3.4 MW—equivalent to the energy needed to power more than 300 homes.



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Energy Star Award-Winning ‘Automatic Fault Detection and Diagnostics’ (AFDD) System

Building automation systems (BASs) are centralized, interlinked networks of hardware and software that monitor and control the environment in commercial and industrial facilities. Often, a building’s automation system is not optimized, and retro-commissioning activities are labor-intensive and costly.

AFDD is useful for identifying inefficiencies of buildings that can develop over time, allowing building operators to monitor various building systems closely and to be alerted proactively to faults, errors and energy waste. BMS recognizes that BAS efficiencies through AFDD can generate significant energy and GHG savings toward our sustainability goals. Other benefits include improving occupant comfort, optimizing maintenance tasks, identifying issues at the construction stage, and reducing downtime by planning for repairs before they happen unexpectedly.

After an extensive evaluation and pilot process, BMS began deploying the chosen AFDD system across eight sites in 2023. Key savings metrics such as energy, carbon and cost savings to be identified by the AFDD platform.



Spotlight



The deployment of this initiative won BMS the prestigious 2023 Energy Star “Top Project of the Year” award.

AFDD to be used to continuously optimize operations, improve occupant thermal comfort, enhance maintenance procedures, and reduce utility consumption across BMS facilities.

Savings (projected annualized) Energy/Carbon/Cost: **5–10%**



Sustainable Facility Design

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The highly specialized, regulated facilities needed for the research and manufacturing of pharmaceuticals make sustainability enhancements more complex, but BMS is committed to rising to that challenge. After careful study of engineering and design elements that support environmental goals, BMS formally adopted in 2022 and executed in 2023 a new Design Standard for Sustainability that guides all new construction and, when possible, retrofit changes. The Design Standard specifies BMS corporate sustainability requirements spanning site design, water, energy, materials and resources, as well as indoor environmental air quality considerations.

Our Global Engineering and Sustainability teams help identify and pilot innovative solutions for water conservation, energy efficiency and emissions reduction. These activities have not only been instrumental in helping BMS progress toward our environmental goals, but have also helped our industry partners and colleagues discover and learn about innovative solutions to some of the world's most complex environmental challenges.

2023 ENERGY STAR CERTIFIED FACILITY
www.energystar.gov

We are proud to report that **BMS' pharmaceutical plants** in both Devens, Massachusetts, and Phoenix, Arizona, **have earned the EPA's 2023 Energy Star certification.**

Global Facilities Footprint and Sustainable Design

With more than 130 facilities in 44 countries, BMS sites include highly regulated and FDA-approved manufacturing plants, specialized R&D locations, and office space designed for employee engagement and collaboration. We design these varied workspaces to support our core mission of developing life-transforming pharmaceuticals—and to minimize environmental impact across multiple dimensions:

- Energy efficiency and energy alternatives to fossil fuels
- Water savings through facility and process design and conservation
- Waste reduction through facility design and construction and reuse/recycling

BMS is an award-winning participant in Energy Star, a joint program of the U.S. Environmental Protection Agency (EPA) and Department of Energy (DOE), which advances performance and innovation for energy efficiency and decarbonization. Our Princeton Pike and Nassau Park facilities in New Jersey, as well as our facility in Tampa, Florida, rate highly on the Energy Star Certified Building scorecard.



BMS participates in the U.S. Department of Energy's Better Plants program, which helps us find ways to boost energy efficiency, increase resiliency and reduce our carbon footprint. We have also been accepted into the DOE's Oak Ridge National Laboratory training program. Leadership in Energy and Environmental Design (LEED) Certification, another respected environmental program, rates 16 of our buildings in the U.S., Australia and Ireland as LEED Gold or Silver.

Technology to Reduce Water and Energy Use

Recognizing that our HVAC systems represent a large component of water and energy use, BMS continues to find synergies to reduce water and energy consumption at our facilities and to investigate new technology applications. For example, we see potential in membrane-based water for injection and ozone-based sanitation systems to further reduce our energy demands and GHG emissions, and we continue to monitor Pharmacopeia requirements within the markets we serve and their acceptance of these technologies.

We consider a variety of water and energy synergy opportunities as part of our continuous improvement. In 2023, we began initial investigations for a number of potential projects, including:

- Infinite Cooling and Dynamic Water Technologies electrolysis cell precipitation projects to enhance cooling tower operations
- Chiller optimization project and ion exchange to create super-soft water
- Wastewater mining and onsite treatment of sanitary wastewater
- Reuse of feasibility study for treatment and process of wastewater
- Replacement of existing boiler feedwater system

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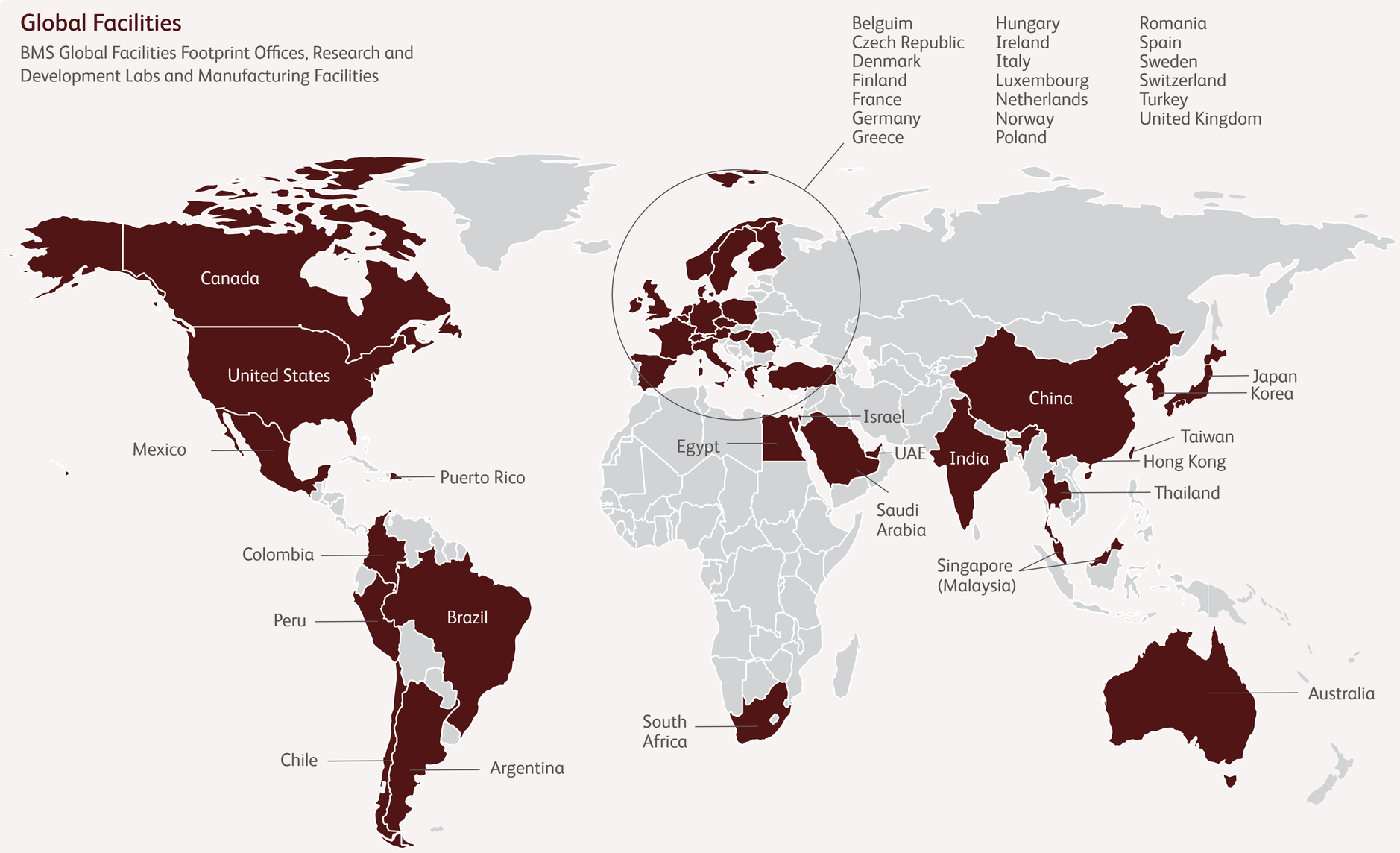
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Global Facilities

BMS Global Facilities Footprint Offices, Research and Development Labs and Manufacturing Facilities



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Sustainability by Intent: Our New Cell Therapy Facility in Leiden, the Netherlands

Developing innovative cell therapy treatments in the laboratory is a complex process. Manufacturing at a commercial scale creates additional complexity to this challenge—with intense demands for energy, water, refrigeration, sterility and other requirements.

Led by Project Director Derek Finn, the Leiden team brings vision, expertise and a passion for sustainability, which is backed by BMS' corporate commitment.

As part of our ongoing quest to pioneer new, innovative technologies and solutions, BMS is building a new **25,000-square-meter cell therapy manufacturing facility** in Leiden, the Netherlands, with **sustainability designed into nearly every aspect of its construction and operations.**



Zero-Waste-to-Landfill for Construction

The facility's features include:

Energy and Water

Heat and electricity are provided by contracted wind energy, supplemented with a solar photovoltaic tubing array on the roof. Heat recovery systems replace steam boilers and on-site batteries will store power while the building automation system (BAS) monitors primary utilities. A rainwater collection system is also in place.

Recycling

BMS Leiden will operate as zero-to-landfill from day one of operation, and has an on-site compactor for paper and cardboard waste. The team is participating with nearby industry and academic partners in a pilot project for recycling of single-use plastics.

Process Design and Materials

BMS' Leiden facility is one of the first anywhere to use R32 refrigerant, which has the lowest global warming potential (GWP) available and zero chlorine. While R32 refrigerant is more expensive in the short term, Derek Finn points to anticipated long-term savings and reduced environmental impact because it avoids the collection and incineration of hazardous chlorine.

Recycling Single-Use Plastics

Single-use plastics are widely used in the healthcare industry. They are sterile (therefore, minimizing cross-contamination) and disposable (reducing biohazard risk to waste handlers). Benefits aside, they create an unsustainable level of plastic waste.

Work Environment

Although live plants cannot be in a chimeric antigen receptor (CAR T) facility, the healing power of nature is brought inside through biophilic design concepts in administrative and shared work areas. This involves using color and natural patterns, such as leaves and seashells, which have been shown to aid mental health and mindfulness.

Some of these sustainability features can only be built from the ground up as part of new construction; however, lessons from Leiden in areas such as recycling and work environment can inform BMS efforts company-wide.

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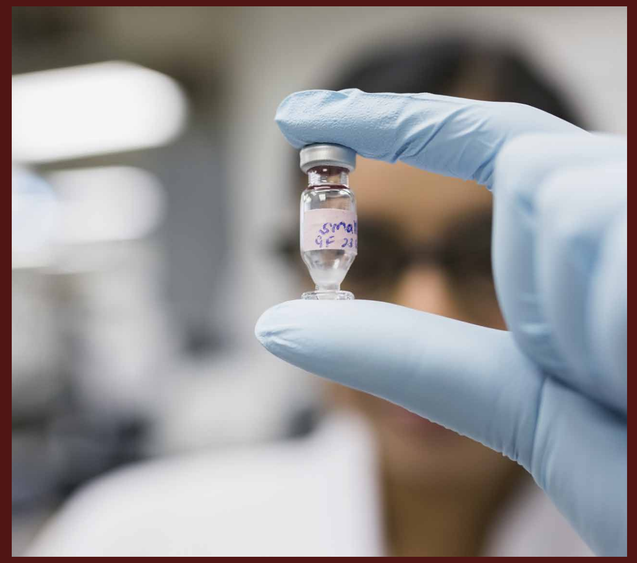
Sustainability by Intent: Our New Cell Therapy Facility in Leiden (continued)

BMS' Leiden team is **participating with other nearby pharmaceutical companies, suppliers and waste contractors in a consortium** led by Dutch research institutes to pilot the recycling of laboratory plastics, including multi-layer flexible bags, flasks and personal protective equipment (PPE).

The consortium intends to study:

1. Demonstrations of recyclability for single-use bioreactor bags
2. Recyclate quality upgrading and new use/application
3. Business case via volume for separation collection and conversion
4. Circulation solutions for this waste stream
5. Expanded recycling pathways for other non-hazardous healthcare wastes

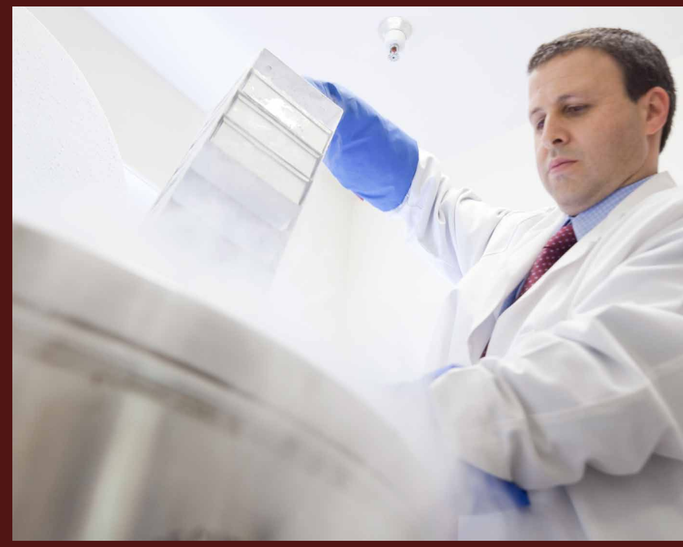
Still in early stages, this initiative is showing promise, and, if proven, these techniques could be broadly adopted.





Installed solar panels on the roof at the Leiden facility





Water Stewardship

Plentiful, clean water is essential for discovering and manufacturing our life-transforming medicines. BMS is reducing our consumption of water, improving the treatment of the wastewater we discharge, and assessing the risks of water shortages from climate change.

Water Conservation

Monitoring water usage across our facilities provides a baseline to understand where to target our conservation efforts. These range from educating our internal teams and suppliers about water savings to improving processes and adopting new technologies to reduce water consumption. As discussed in our section on energy use, BMS has implemented several projects and retrofits, which provide synergies and opportunities to save both water and energy.

We are focused on optimizing operational efficiency and implementing upgrades to improve water conservation across our sites. We have also enacted use-modeling and utilized water balance maps to identify opportunities to reuse, repurpose and recycle water at our facilities.

During 2023, we completed water balances and mass balances for the top nine water-using sites
(Summit West, New Brunswick, Lawrenceville, Devens, Manati, Cruiserath, Shanghai, Phoenix, and Humacao).

These balances are expected to increase our understanding of water use, leading to potential water savings and identification of potential opportunities for reuse.

We have various water efficiency initiatives and programs across our sites to support efforts of water consumption reduction and water optimization, including:

- Reclaiming process wastewater for cooling tower makeup in Phoenix, Arizona
- Recycling treated groundwater from pump and treat system in New Brunswick, New Jersey
- Capturing rainwater for irrigation in Seattle, Washington, and for cooling towers in Lawrenceville, New Jersey
- Using public reclaimed water sources for cooling towers in San Diego, California
- Permitting reuse of a foundation dewatering system, which is currently in a design phase to capture dewatering for use in a cooling tower in Princeton Pike, New Jersey

Following the completion of the water balances and metering plans, we are looking for ways to continuously improve these balances based on ongoing water meter data collection, evaluation and optimization. An example of an improvement project resulting from these efforts is the pilot installation of a smart water metering system at our Lawrenceville campus.

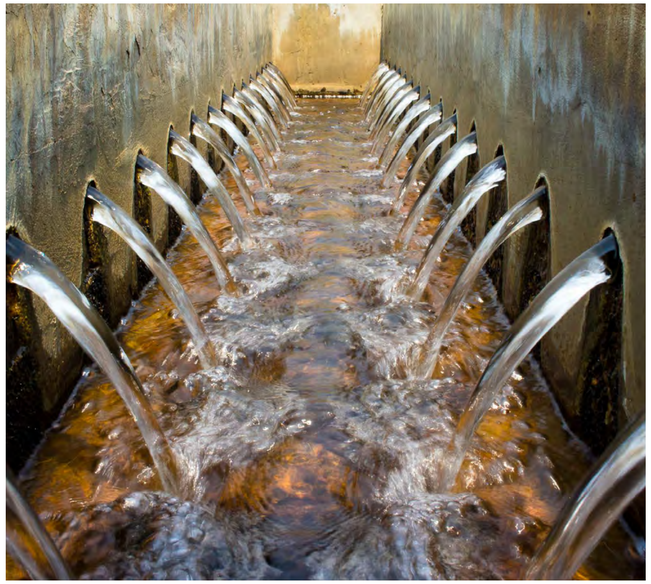
We continue to look for opportunities to pilot water conservation technologies, such as infinite cooling and innovative reuse opportunities, including engaging third-party experts on advancing solutions. For example, we engaged an external engineering firm to perform a Water Reuse Feasibility study at our facility in Cruiserath, Ireland, involving bench-scale studies to identify treatment necessary to achieve water quality suitable to reuse effluent from the on-site wastewater treatment plant in on-site cooling towers.

Wastewater Treatment

Across BMS' global footprint, we adhere to stringent corporate standards that meet or exceed government requirements for the discharge and treatment of wastewater. We start with clean, efficient pharmaceutical manufacturing processes that minimize the volume and composition of wastewater, and effectively treat wastewater to minimize its environmental impact before it is discharged.

Water Stress

Stress caused by water scarcity is expected to increase due to a greater temperature rise, increased drought risk and continued economic growth. We update baseline water stress in each watershed where we operate on an annual basis as part of our CDP Water Security Reporting.



Waste and Recycling

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Across our global facilities and through the individual and collective efforts of our people and suppliers, BMS continually identifies and implements measures to reduce, reuse and recycle materials.

We set a goal of
zero waste-to-landfill by 2040
and have made such strides that we now anticipate
achieving our goal early,
potentially as early as 2027.

We have made significant progress in the waste space in 2023. The 2023 goal was a 10% decrease over 2022 volumes, and our projections look to have met or exceeded that goal (projecting a 10–15% decrease over 2022 numbers).[8] BMS developed a partnership with Covanta Environmental Solutions to divert all our non-hazardous, municipal solid waste from six New Jersey sites to waste-to-energy (WTE), which commenced on January 1, 2024. The six New Jersey sites comprise ~24% of the total enterprise waste generation flow, and diverting them to WTE will significantly improve our overall non-landfill rate.

We continue to increase our enterprise recycling rates by removing materials from the waste stream and finding recycling/reuse options.

Anaerobic Digestion

In 2023, we formally initiated an organic food waste diversion program in New Jersey, where we remove cafeteria food waste from the waste stream and send it for anaerobic digestion for natural gas generation. As a result, we anaerobically digested ~39 MT of food/organic waste in New Jersey, which equates to ~24.1 MT CO_2e emissions saved.[9]

Food Donations: Benefiting the Environment and Communities

BMS launched a food donation program at our New Jersey sites to reduce waste and to donate our excess to local food banks. This has a dual effect of keeping food waste out of landfills and donating unused meals to pantries of nonprofit organizations that can distribute it. Hunger is a social determinant of health that BMS can positively impact through programs like this, as well as through our corporate philanthropy and employee volunteerism efforts. In 2023, we donated ~13.5 MT of food[10] from our New Jersey cafeterias, which saved ~61.7 MT CO_2e emissions to the atmosphere. Enterprise-wide, our collective efforts, including donations, composting and anaerobic digestion, succeeded in diverting ~244.5 MT of food waste/organics from landfills, which equates to ~224.1 MT CO_2e emissions saved.[9]

From the New Jersey sites alone, in 2023, **we anticipate we will have diverted:**

~219.5 MT **of material from landfills**

which includes food donations and food waste diversion to anaerobic digestion.

This equates to **~135.9 MT CO_2e emissions saved.**[8]

IT Asset Management and Electronics Stewardship

Another example of recycling and repurposing is our comprehensive IT and Lab Asset Management program. We continually track and monitor laboratory and computer equipment, and move unneeded or underutilized equipment to individuals and organizations that can benefit from it after taking precautions to sanitize sensitive information. This not only extends the life of the equipment, but also diverts e-waste from the landfill.

Our IT and Lab Asset Management program is made up of key elements, including:

1. **Redeployment**
   Assets are relocated from one laboratory to another for reuse
2. **Trade-Ins**
   Allows BMS to compare the trade-in value with fair market value to determine the path forward by return on investment
3. **Donation**
   Assets are donated via corporate function
4. **Removal/Recycle**
   Assets are removed to the warehouse for redeployment, resale or recycling

Donating IT assets supports worthy causes while reducing electronic waste through recycling. It avoids asset disposal costs and promotes responsible asset management. These donations also align with our commitment to corporate philanthropy and the promotion of sustainability. During 2023, we donated 125 computers, tablets and other useful devices to nonprofit organizations serving Africa, Latin America, the U.S. and Europe.

[8] See final, third-party assured waste data on page 120 of this report (updated July 3, 2024).
[9] GHG equivalents are obtained through the U.S. EPA Greenhouse Gas Equivalencies Calculator.
[10] SodexoMagic: Share My Meals program

Pharmaceuticals in the Environment (PiE)

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Pharmaceuticals in the Environment

Pharmaceuticals primarily reach the environment through human use and excretion of medicines, improper disposal and, to a lesser extent, through emissions occurring during manufacturing. BMS believes that risk management and continuous improvements in operations are essential to reducing pharmaceuticals in the environment (PiE), and we take proactive steps to mitigate that risk. These include:

- Working to ensure that operations at our facilities are environmentally responsible and protective of personal and public health and safety, starting by designing clean and efficient manufacturing processes, and routinely assessing existing facility operations
- Carrying out our Pharmaceutical Discharge Assessment Program (PDAP), which is focused on assessing potential PiE impacts at internal and external manufacturers
- Conducting environmental fate/effects studies and environmental risk assessments (ERAs) on active pharmaceutical ingredients (APIs) during the development of new medicines to better understand and address potential environmental impacts, in compliance with applicable regulatory requirements

In addition, shifts in our portfolio to certain biologics such as monoclonal antibodies have produced new medicines that more readily biodegrade in the environment, further reducing impacts related to PiE.





Collaboration and Innovation

Through our collaboration with industry partners, academic researchers, and regulatory and environmental agencies, and our participation in initiatives led by trade associations, BMS works to further understand and proactively address our company's potential impacts on human health and the environment from PiE.

Our collaborations include:

- *The Inter Associations Initiative on Pharmaceuticals in the Environment (IAI PiE):* A broad collaborative effort that combines the expertise of the Association of the European Self-Care Industry (AESGP), the European Federation of Pharmaceutical Industries and Associations (EFPIA) and Medicines for Europe (formerly the European Generics Medicines Association). This effort has led to the Eco-Pharmaco-Stewardship (EPS) initiative to better understand and reduce potential environmental impacts from PiE.
- An Innovative Medicines Initiative (IMI) project called *Prioritization and Risk Evaluation of Medicines in the Environment (PREMIER).* The PREMIER project brings together a consortium of ~25 partners from public, private and government sectors, working to contribute to a sustainable future by proactively managing the environmental impact of medicines and improving the availability of environmental data for all stakeholders.

Education and Awareness

Proper disposal of unused medications is an important component of reducing PiE. BMS works closely with the Pharmaceutical Product Stewardship Work Group (PPSWG) to support member compliance and improve awareness of existing pharmaceutical disposal options. The MyOldMeds website, sponsored by the PPSWG, provides a way for patients to find a kiosk site near them to dispose of unwanted, unused or expired medicines from households.

In Europe, BMS has supported #medsdisposal, a campaign led by a collaboration of associations, including EFPIA, dedicated to raising awareness and providing detailed information to patients on how to dispose of unused or expired medicines appropriately.

We also partner with the Pharmaceutical Supply Chain Initiative (PSCI) to help support and implement supply chain best practices aimed at reducing potential environmental impacts of discharges from supplier manufacturing, and also developing tools and resources to evaluate and improve operating practices.

Commitment to Transparency

BMS recognizes that our responsibility to the environment continues once our products are launched. In addition to our actions and activities to address potential environmental impacts around PiE, we have established an ecopharmacovigilance program, which monitors products post-launch for environmental risks and tracks scientific literature for emerging data on exposure and effects. BMS is committed to transparency in reporting the environmental fate/effects of the API data we collect and have made this information available to the public through online databases and our company's safety data sheets.

Green and Sustainable Science

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At BMS, we are laser-focused on producing life-transforming medicines and expanding the boundaries of science to meet unmet patient needs. Recognizing that this work can have other impacts, we embrace the responsibility to be environmental stewards by developing medicines with reduced environmental impacts.

Sustainability in Science

We apply environmental sustainability principles across our product life cycle, fundamentally redefining how we deliver medicines.

We use a series of data and decision-making tools to analyze the complexity of our assets, establish key performance indicators, and identify areas of inefficiency to help focus our efforts on the most significant opportunities. These insights help us solve the problem of choice (deciding how to make new molecules), and how best to integrate new technology and establish safe and efficient science. BMS is an active participant in the ACS GCI Pharmaceutical Roundtable on Sustainability, sharing tools, knowledge and lessons across the pharmaceutical sector.

Sustainable Drug Development

The Chemical Process Development (CPD) Sustainability team's mission is to establish, promote and integrate green chemistry design principles in new product development and commercialization of small molecules. Our greener-by-design philosophy focuses on minimizing the environmental impact of our manufacturing processes.

One of the initiatives that the CPD team is focused on is our Base Metals Initiative, in which we have been driving fundamental understanding of earth-abundant metal (EAM) catalysis and crafting the scope and execution of research in base metals. EAM catalysis seeks to incorporate the adoption of widely available earth-abundant metals, such as nickel, in an effort to reduce the reliance on rarer elements such as palladium (Pd) and other precious metals.

Palladium catalysis is widely implemented in pharmaceutical synthesis due to decades of research that have explained how this reaction occurs. The application of fundamental understanding results in robust processes, which is critical to reliable manufacturing. However, the negative impacts of mining precious metals like palladium are significantly higher than for EAMs. While palladium chemistry will continue to be important, our research is revealing a significant opportunity for the role of EAMs in the years ahead. EAM catalysis could allow for reducing the complexity in the raw materials being used, and advances in reaction design could provide significant sustainability advances to catalytic transformations.

In the coming years, we expect to invest more in nickel catalysis to improve robustness by developing homogeneous reaction conditions that operate at low catalyst loadings. Simultaneously, we are also exploring other EAMs such as copper, cobalt, manganese and iron. Simultaneous investment in both precious metal and EAM catalysis, with a mindset of developing greener and more robust methodologies, is just one example of how we invest to deliver an expanded toolbox to select the most sustainable approach to the molecules in our portfolio.

Through our "Greener by Design" approach, we have achieved broad reductions in waste across the small molecule development portfolio, including

41% Process Mass Intensity (PMI) reduction

across 7 projects in 2022 and 2023—eliminating ~650,000 kg of waste.[10]

Building on the 3Ps of sustainability, we include patients as a fourth principle and focus on the following:

People
through safety of exposure, controls and technology

Planet
through the minimization of pollution, energy and waste

Portfolio
through a holistic development approach to improve efficiency

Patients
where we seek to deliver enhanced value to the individuals who benefit from our medicines and their families

[10] See final, third-party assured waste data on page 120 of this report (updated July 3, 2024).

Packaging and Transportation

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At Global Delivery Solutions, in collaboration with Manufacturing Science & Technology (MS&T), we continually seek ways to reduce the energy use and carbon emissions involved in the development of product packaging and the transportation of our products. Life-transforming medicines must be packaged for safety and security as they are transported around the globe to healthcare providers and patients.

We work closely with our logistics providers to reduce our environmental impact. In 2023, along with a key supplier, we conducted our first-ever sustainability treasure hunt and identified initiatives to improve our environmental impact. An important initiative was a project to convert from single-use packaging to reusable packaging, which will help reduce our waste-to-landfill rate.

The mode of transport that we choose for our products—whether ground, air or ocean—plays an important role in how we operate sustainably. We identify opportunities to transition from air to ocean, and we also reduce the number of shipments per annum, and work with suppliers who can provide more efficient ground transportation via fuel-efficient fleets.

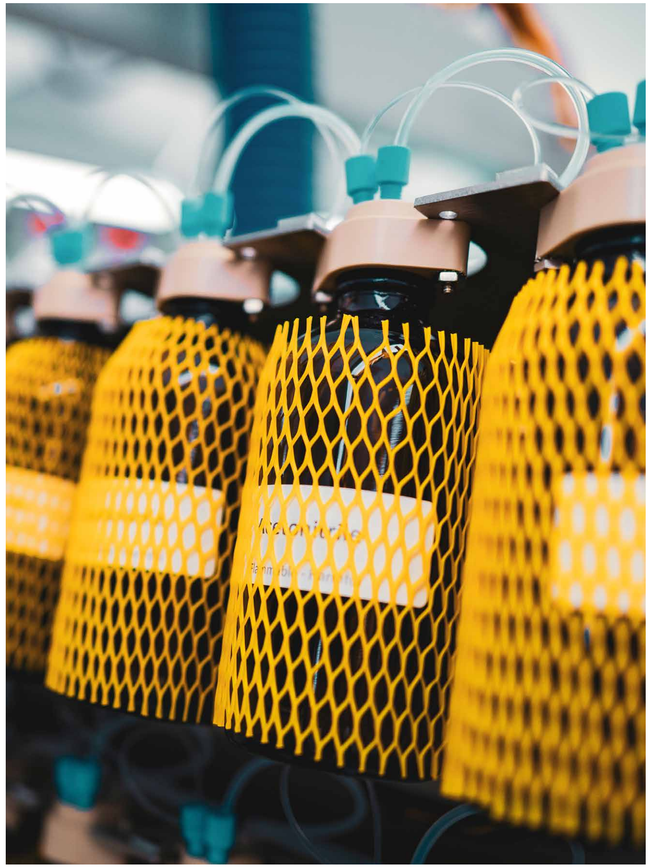
Sustainable Packaging

We also look for ways to consolidate product packaging, to reduce packaging by moving to durable solutions (i.e., reusable and/or recyclable solutions), implement twin-deck vehicles to move high-volume shipments, and identify more effective and efficient shipping routes. Some of our key initiatives in 2023 included:

- The implementation of reusable thermal blankets in place of single-use blankets for keeping our products' temperature secure
- The exploration of multi-use temperature loggers
- The implementation of reusable high-performance passive pallet shippers in place of active containers
- Transitioning to new energy-efficient active containers from legacy containers that were less efficient

For our temperature-sensitive products, we implemented the use of reusable battery-operated refrigerated pallet-sized containers and passive refrigeration when we have smaller, parcel-sized shipments. We are also exploring alternatives for shipping frozen critical medicines.

We aim to expand the use of reusable parcel containers beyond North America, where they are currently utilized. BMS also participates in the Green Suppliers Network and Rx-360, a consortium of major pharmaceutical companies and suppliers that seeks to enhance patient safety by developing a global quality system that helps members ensure product quality and authenticity throughout the pharmaceutical supply chain.



In 2023, we:

- **Completed a freight-forwarding request for proposal (RFP)** that included the conversion of 16 lanes from air to ocean
- **Created a wire frame tool** that will provide CO_2 emissions estimates to aid in operational decision making
- **Implemented dual temperature co-loading** with a BMS E.U. trucking company
- **Implemented consolidated loads from the BMS U.S. Distribution Center** in Mount Vernon, Indiana

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Innovative Packaging for Refrigerated Products

Our Manufacturing Science & Technology (MS&T) team is committed to reducing our environmental impact across our packaging footprint. MS&T regularly reviews packaging and shipping processes with sustainability and efficiency in mind. One example is a recent review of a polyurethane insulated shipper used for product transportation that had limited capacity and a high dry ice requirement. To meet the growing needs of patients, it was determined that a higher capacity shipping process was required.

After multiple trials, a new solution was found that uses hybrid insulation designed to increase the run duration while improving sustainability by decreasing the dry ice requirement and transportation-related emissions. Furthermore, the solution provided a significant increase in capacity compared to the legacy container.



Spotlight



IT Transport Solutions Reduce Carbon Footprint

BMS' IT organization collaborated with Lenovo to reduce emissions, energy consumption and waste from international shipping of IT equipment. In the first wave of our partnership, we delivered 4,200 devices via ocean and truck instead of the traditional air delivery between China and Chicago, Illinois, and Newark, New Jersey. This effort saved an estimated 300 megawatts of energy and 73 metric tons of carbon.

While Phase One was focused on sustainable procurement, Phase Two was focused on sustainable packaging methods. In this second wave, ~63% of our global orders (in 2023) leveraged bulk packaging, which saved an estimated 20% in emissions. We continue to work with Lenovo on packaging waste reduction and alternative shipping methods.

Electric Vehicle Usage

We are committed to transforming our commercial fleet to 100% electric vehicles (EVs) by 2040. As a result, we currently manage an on-site EV charging network consisting of 155 EV charging points and more than 500 subscribers across 10 U.S. sites.

In 2023, we introduced plug-in hybrid electric vehicles from Volvo, BMW and Toyota in our U.S. Field Force and developed a home-charging reimbursement policy for drivers.



Plug-in hybrid electric vehicles (PHEVs) represent the **first step in BMS' carbon reduction plan for our U.S. fleet**—ahead of a larger-scale switch to a fully electric fleet.

Working with Responsible Partners

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Environmental stewardship is a shared responsibility, which is why BMS is collaborating across our value chain and the pharmaceutical industry as a whole through innovative partnerships, programs and commitments to harness collective action toward minimizing their environmental impact.

Bolstering our supply chain's reliability and sustainability is a priority for BMS. We encourage our suppliers to align their environmental management systems with industry-wide frameworks and expect them to comply with our Standards of Business Conduct and Ethics for Third Parties (3P Standards). These standards outline the expectations for our partners to operate in an environmentally responsible manner to minimize adverse impacts on the environment. We also expect our partners to uphold the human rights of workers—and to treat them with respect and dignity, including providing non-discriminatory, fair working environments, free of child labor and forced labor.

To better understand our current risks in the supply chain, we work with our business continuity management program to conduct tabletop exercises to identify gaps and improve our overall supply chain resilience. This analysis can help inform the right programs and initiatives moving forward.

Supporting the Supply Chain through Innovative Programs

BMS is proud to be part of several collective efforts taking meaningful action toward sustainability goals. These innovative programs are designed to support the pharmaceutical supply chain, which represents approximately 80% of the industry's GHG emissions.

Manufacture 2030 Program

To accelerate environmental impact reduction across our Active Pharmaceutical Ingredients (API) suppliers, BMS co-founded, along with our peer companies, the Manufacture 2030 (M2030) activate program. This initiative recognizes that API production accounts for a significant proportion of the industry's carbon footprint and that our suppliers are at various stages of their sustainability journey. We seek to address this challenge by collaborating with our suppliers to align with science-based decarbonization targets, drive sustainable procurement, and identify opportunities for operational and resource efficiency. As a participating pharmaceutical company, we also have access to the decarbonization pathway projections of our API suppliers. This increased visibility will aid our own climate risk assessments, allow us to support our suppliers in meeting their climate targets, and strengthen the resiliency of our value chain.

Energize Initiative

The Energize program is designed to increase access to renewable energy for pharmaceutical suppliers through resources and expertise, as well as the opportunity to participate in power purchase agreements (PPAs). The program is facilitated by Schneider Electric and sponsored by industry-leading pharmaceutical companies (including BMS) that have committed to engaging and supporting suppliers on the adoption of renewable energy.

In 2023, Energize received industry recognition with the 2023 CPHI Sustainability Award, which has helped propel program adoption and growth. BMS is proud of the participation and engagement its suppliers have shown to date. At the close of 2023, there were approximately 150 suppliers registered, with 100 of these being active users and/or having taken steps in their advancement of renewable energy. Nearly two dozen are considered good candidates for VPPAs.

Converge Program

My Green Lab, the U.N.-aligned certification program described in the Employee Engagement in Sustainability section of this ESG Report, launched a new supplier initiative called Converge at the COP28 U.N. Climate Change Conference. Converge intends to harness the collective power of the pharmaceutical industry to encourage suppliers to reduce the impact of their labs through My Green Lab certification. BMS is a founding sponsor company in the Converge program, which aspires for the pharmaceutical sector to lead the world on supply chain engagement with a thriving value of sustainability across every supplier lab and every scientist.

Our innovative programs are designed to support the pharmaceutical supply chain, which represents approximately **80% of the industry's GHG emissions.**[11]



[11] "Decarbonizing the U.S. Health Sector — A Call to Action," by Victor J. Dzau, M.D., Rachel Levine, M.D., George Barrett, M.B.A., and Andrew Witty, B.A.; December 2, 2021.

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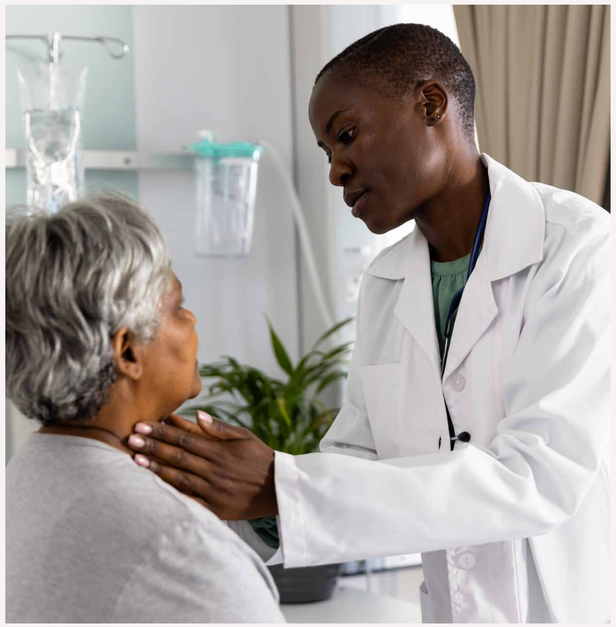
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BMS' Responsible Sourcing Program

We continue to evolve our supplier engagement program. In 2023, we developed an enhanced Responsible Sourcing Program (RSP) which to be rolled out in 2024. The RSP leverages industry-leading reporting platform EcoVadis to support in a number of ways, including:

1. Monitoring supply chain sustainability risks and performances
2. Addressing sustainability as a core area of performance in the BMS/Supplier partnership
3. Ensuring supplier due diligence, so that BMS works with suppliers that have mutually held values and commitments to ESG
4. Supporting BMS' Third-Party Risk Management Program



Sustainable Procurement CDP Disclosure

BMS participates in the CDP Climate Change Questionnaire. As a member of the CDP Supply Chain program, we request the disclosure of environmental information and data from our strategic suppliers to improve transparency of our Scope 3 emissions.

In 2023, BMS saw an

88% CDP supplier response rate.

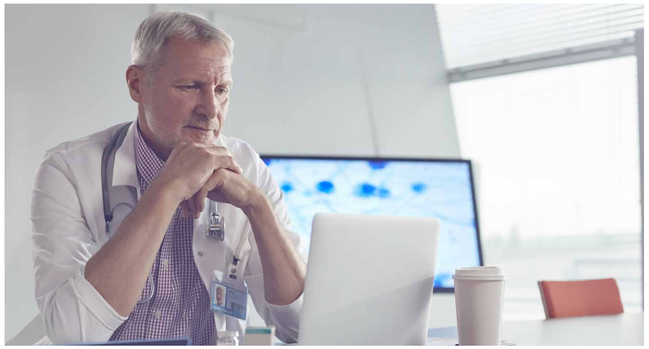
The high level of responses received will provide essential emissions and environmental data and to be a critical element of our ongoing supplier engagement strategy.





Employee Engagement in Sustainability

On the job, and in their communities, our people at BMS care about the environment and take action to make a difference. Patients are at the center of the mission for everyone at BMS, and we recognize the critical connection between global health and climate change. We are committed to fostering awareness and understanding of this link between our employees and our stakeholders. Collectively, through organized programs sponsored by BMS, and individually through volunteerism, our people are bringing their professional knowledge and personal dedication to vital efforts to sustain our planet.



"Our employees are at the heart of our environmental sustainability programs. Their dedication and passion for doing the right thing are what help us to embed and drive innovative thinking and solutions across the enterprise."

ADRIANA ZUPA-FERNANDEZ
DIRECTOR OF CORPORATE SUSTAINABILITY STRATEGY, CULTURE AND ENGAGEMENT AT BRISTOL MYERS SQUIBB

Strategic Imperatives

	Focus on the intersection of human health and the environment	Empower employees to decrease waste to landfill	Educate and unify around sustainability
Objective	• Work with the sustainability center of excellence to monitor data around the global health implications associated with climate change • Consider the patient healthcare ecosystem resiliency • Socialize this concept throughout the organization	• Familiarize employees with waste reduction options within BMS sites • Energize employees to take action to limit waste generation, and to increase circulation/recycling – Office- and lab-based – Congresses and meetings	• Spread awareness on key sustainability issues and solutions • Leverage internal and external data • Help to embed sustainability in the DNA of our company • Drive connections across the company to unite around environmental sustainability

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Employee-Led Sustainability Initiatives

Go Green

Go Green is an employee-led and BMS-endorsed company-wide initiative to strategically identify opportunities to make a difference by implementing programs and practices that help BMS reach its overall sustainability goals.

Go Green enables employees across the organization to get involved, regardless of their role or function. This unique program helps to embed environmental sustainability principles into our everyday work, empowering individuals to identify and discover innovative solutions and to share these discoveries across the business.

In 2023, Go Green expanded its global presence to 35 site leads in 22 countries, and has increased its membership to 761 volunteers across the enterprise (this is a 250% increase from 2022). The program also revised its Go Green newsletters, enhanced its Go Green Teams Channels, and delivered engaging content throughout the year.

In 2023, Go Green created a strategic business plan around three strategic imperatives: 1) focus on the intersection of human health and the environment, 2) empower employees to decrease waste to landfill, and 3) educate and unify around sustainability. These imperatives were developed following an internal stakeholder assessment to understand what was most important to BMS employees and where they could make the biggest impact. Go Green members did an external review to understand the external landscape and to align internally with BMS' Sustainable Development Goals.

Completely driven by volunteer activity, Go Green members are actively taking steps to improve our environmental footprint and its effect on human health.

Their efforts include:

- Engaging in ongoing education sessions, resources and workshops on key global and local sustainability topics
- Taking action to limit waste generation and to increase circularity in offices, labs and manufacturing locations, being mindful of its zero-waste-to-landfill commitment
- Mobilizing and celebrating employee involvement in environmental sustainability efforts across our value chain, including green chemistry, treasure hunts, packaging, logistics and transportation, and more
- Participating in a Sustainability Calendar Challenge with monthly activities centered around biodiversity, waste reduction and wellbeing
- Fostering partnerships at the intersection of human health and the environment, like Grow-a-Row, in which BMS employees harvest and deliver fresh produce to local communities in need
- Leveraging global sustainability events such as Earth Day and World Recycling Day to catalyze local teams of employees to put measures in place to make a positive impact through their actions

BMS Green Lab Certification Program and 'My Green Lab'

For nearly a decade, BMS has provided an internal Green Lab certification program to our scientists to help reduce environmental impact by minimizing work-based energy usage, water usage and waste. In 2023, we built upon this success by adopting the global My Green Lab (MGL) certification, which is aligned with the U.N. Race to Zero campaign and is considered an international gold standard for lab sustainability practices.

The first pilot program was launched in May 2023 with 11 BMS labs undertaking an in-depth survey and gap analysis to help drive innovative solutions. Upon completion of this initial round of activity, this cohort of labs completed the MGL pre-certification, as well as bespoke recommendations for continuous improvement, which they are now looking to implement. A second pilot program was launched in November 2023 with an additional 14 labs that will repeat the same process of review, assessment and implementation.

Some of the approaches that have been central to the program's design and execution include:



Gamification

To encourage healthy competition, elements of gamification have been embedded in the process



Collaboration

BMS created an internal MGL community via online platforms and meetings to encourage collaboration



Recognition

Participants are recognized for their efforts via internal recognition platforms



Cross-Functional Engagement

Knowledge-sharing across the organization, an example of which is the supplier sustainability teams making scientists aware of green/sustainable lab products and consumables

By the end of November 2023, there were 25 labs participating in the My Green Lab certification pilot programs across eight BMS global sites. While the current focus of the program is on the early adoption and embedding of sustainability principles into its labs, BMS' future vision is to measure the impact of these activities.

Site-Specific Go Green Events in 2023

- **China:** Group Outings and Tree Plantings
- **Nordics:** Earth Month Kickoff
- **Ireland:** Sustainable Food and Waste Presentation
- **Greece:** Water Day
- **Hungary:** Forest Diving
- **Brazil:** Carbon Footprint, Café Partnership, Sustainability Video
- **U.S. (Lawrenceville, NJ):** Earth Day Trail Cleanup
- **U.S. (Princeton Pike, NJ):** Events and Meetings Center of Excellence Day of Giving
- **Puerto Rico:** Tree Planting

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Congress Partnership

Pharmaceutical Congress events allow BMS to gather with other industry professionals to discuss new developments, share knowledge, and connect with colleagues. These meetings are important for staying current with the latest trends, practices and industry-specific technologies and information.

BMS' Global Congress Excellence (GCE) initiative comprises a group of solution-driven experts who deliver the BMS congress experience internally and externally by partnering with key stakeholders. In collaboration with members of the Sustainability Center of Excellence, the GCE identified ways to better incorporate sustainability within their work. Below are examples of their efforts:

Congress Playbook Process

New processes have been deployed to highlight areas of opportunity within sustainability. This includes a project to deter printing of high-volume documents such as Congress' Banquet Event Orders (BEOs), which can sometimes be upwards of 60 pages in length. Transitioning to digital BEOs over print saved approximately 9,000 sheets of paper across Congress events in 2023.

Sustainable Booth Design

In 2023, the GCE began incorporating sustainability elements within its booth and branded materials to showcase BMS' environmental journey.

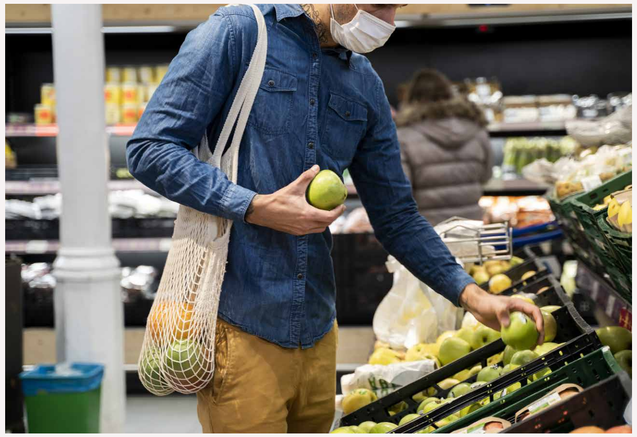
BMS Employees CLIMB High in Climate Action

Members of our People and Business Resource Group known as CLIMB (Cultural Leadership, Innovation & Multigenerational Belonging) create an annual Sustainability Calendar Challenge together with the BMS Corporate Sustainability Team. This challenge promotes environmental stewardship, along with individual and social wellbeing. Each month's theme has a corresponding challenge with recommended actions. Employees track their progress via a mobile app or website.

Environmental actions include Shrink Your Waste February, Meal Prep March, April Acts of Change, Goodbye Plastics July, and Reuse Fabric November.









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BMS Sustainability Leaders Speaking Up

BMS leaders speak at industry and company events, and they walk the walk when it comes to environmental responsibility. On Earth Day in April 2023, our former Board Chair and CEO, Giovanni Caforio, sent a global message to BMS people reflecting on the importance of environmental stewardship and its connection to patient and community health.

Climate Week/Forum for the Future

Engaging in climate-focused public forums, learning from industry leaders, and sharing BMS' progress are all part of the journey to fulfill our promise. During September 2023, we participated in Climate Week NYC, an annual climate event in New York City that takes place during the same week as high-level meetings of the United Nations General Assembly. BMS was present at many of the event's activities during the week, including a panel hosted by Forum for the Future.

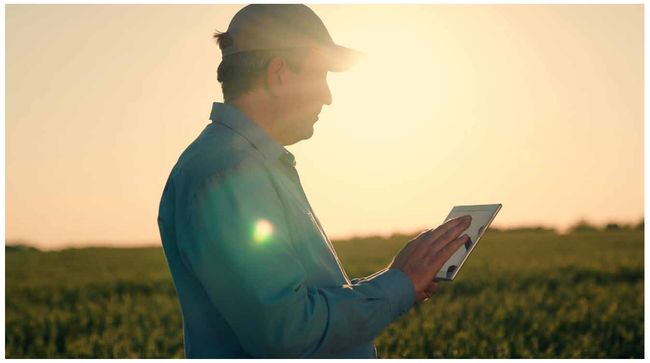
Decarbonization and Net-Zero goals were critical topics during a Climate Week panel featuring Victoria Emerick, Executive Director of Global Sustainability and Operations at Bristol Myers Squibb. Co-sponsored by Manufacture 2030 and Edison Energy, she discussed implementing Net-Zero roadmaps and shared strategies that BMS is using to tackle some of our biggest environmental challenges.

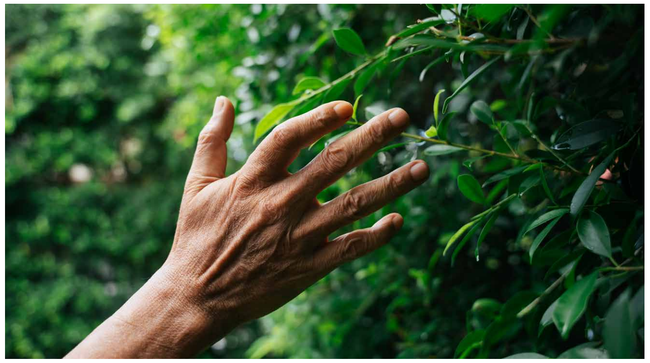
Also at Climate Week NYC, **Adriana Zupa-Fernandez, Director of Sustainability Strategy and Operations at Bristol Myers Squibb,** discussed how BMS is taking action on the intersection of climate and health through the recent adoption of the My Green Lab certification program and partnerships, such as Pistoia Alliance, which aims to assess the carbon footprint of clinical trials.

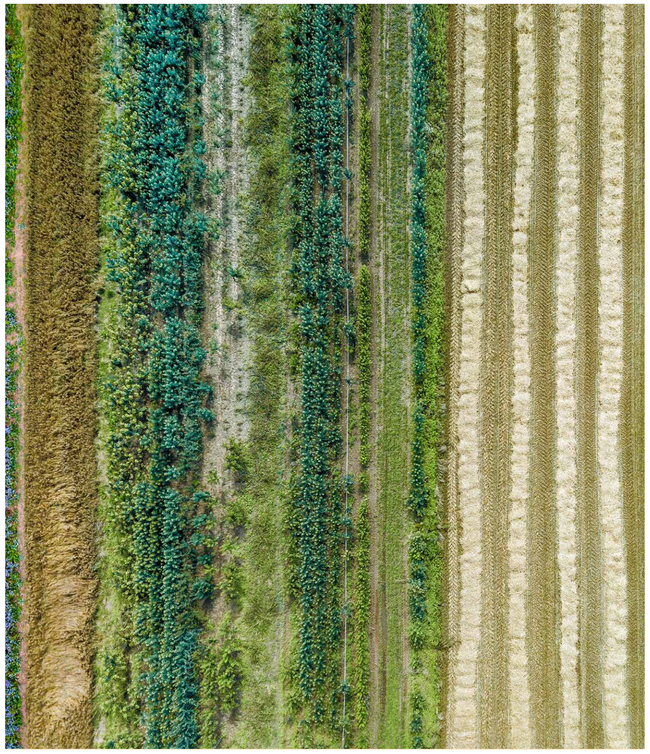


Additionally, **Stephanie Craig, Senior Manager of Global Scientific and Regulatory Documentation at Bristol Myers Squibb,** was awarded the Climate Hero Award by Women and Climate NYC for her role in embedding sustainable practices at BMS, including establishing a sustainability challenge for colleagues and developing a carbon offset program for company travel.









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We began 2024 with a heightened sense of urgency—our patients are depending on us.

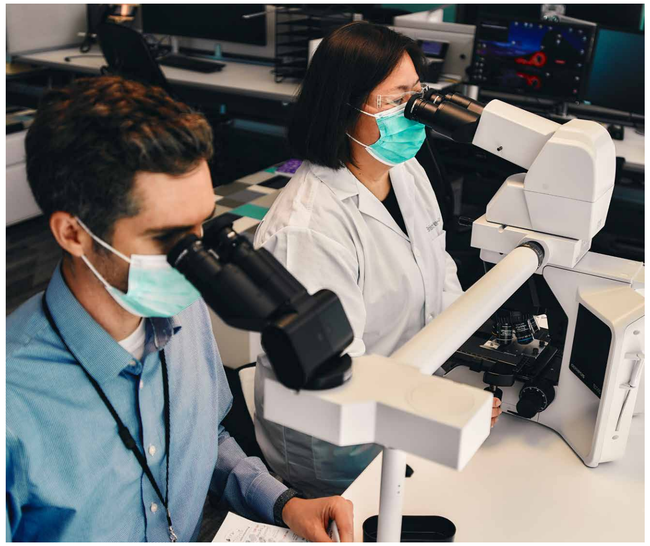
As we look to the road ahead, we remain true to BMS' vision to be the world's leading biopharma company that transforms patients' lives through science. We also remain true to our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. And true to our commitment to a culture of high performance and inclusiveness.

In 2024, we will build on the significant accomplishments of the past year, and these efforts will include:

- Working within our innovative R&D framework to speed and improve the success rate of drug development
- Completing and integrating acquisitions in therapeutic areas
- Adhering to our 10-year commitment to double our footprint and double the patients treated in low- and middle-income countries
- Focusing on the intersection of human health and climate
- Transitioning to a skills-based talent strategy for our people
- Striving to meet our aspirational inclusion and diversity goals
- Aiming to exceed our environmental and sustainability goals
- Matching our sense of urgency with our agility to anticipate and respond to constant change—across science, society, geopolitics and regulations

At BMS, we pledge to operate with integrity and an unwavering commitment to patient safety and product quality—and we will continue to strive to minimize the impact of our operations on the environment to preserve the planet for future generations.

Thank you for your interest in Bristol Myers Squibb.





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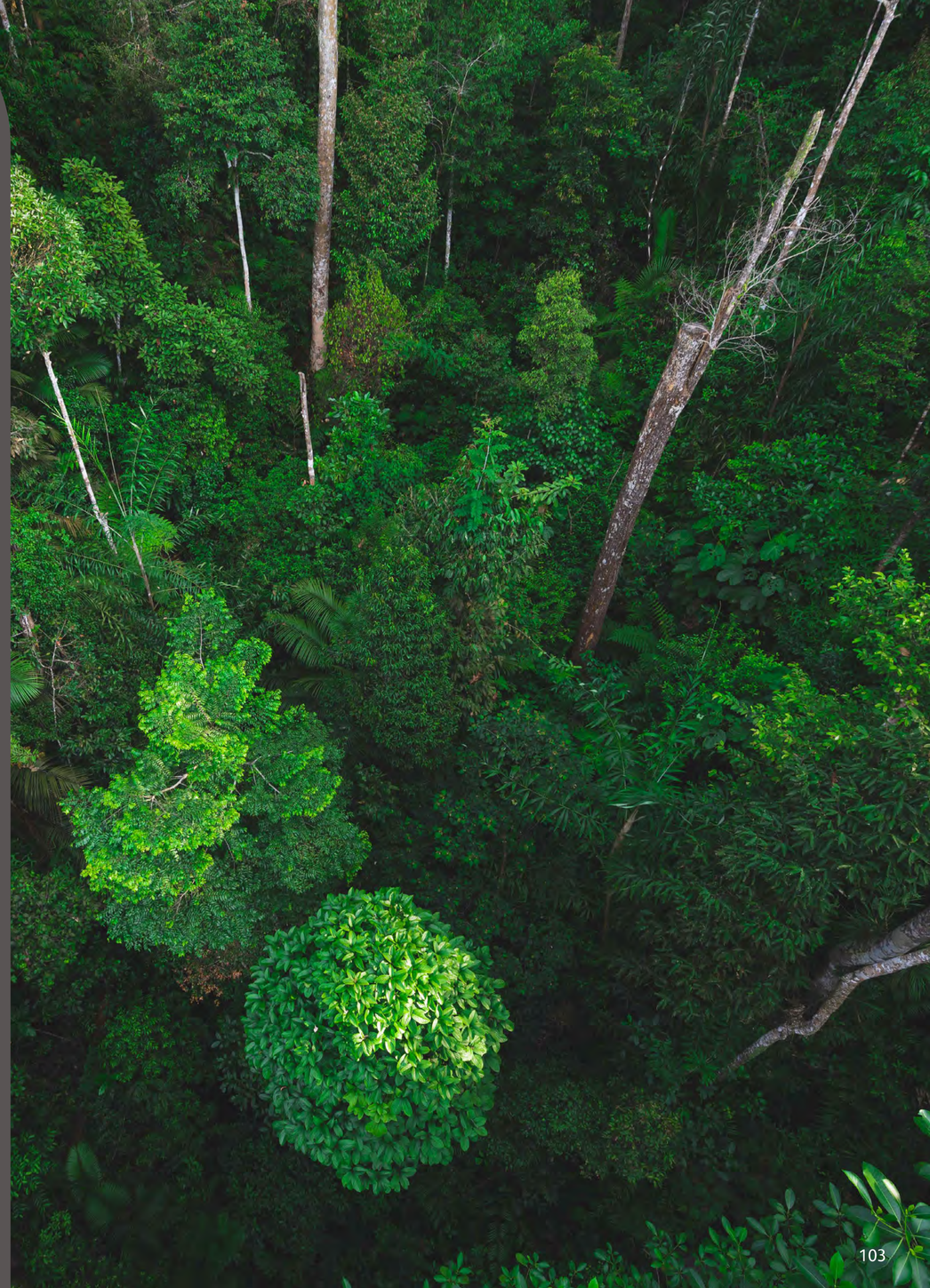
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Forward-Looking Information and Non-GAAP Financial Information

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

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

All statements that are not statements of historical facts are, or may be deemed to be, forward-looking statements. Actual results may differ materially from those expressed in, or implied by, these statements as a result of various important factors, discussed in the company's most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q, as well as applicable Current Reports on Form 8-K. These documents are available on the U.S. Securities and Exchange Commission's (SEC's) website, on the company's website or from Bristol Myers Squibb Investor Relations. No forward-looking statements can be guaranteed. Although we believe that we have been prudent in our plans and assumptions, no assurance can be given that any goal or plan set forth in forward-looking statements can be achieved and readers are cautioned not to place undue reliance on such statements. In addition, any forward-looking statements included herein are presented only as of the date hereof. Except as otherwise required by applicable law, the company undertakes no obligation to publicly update any of the provided information, whether as a result of new information, future events, changed circumstances or otherwise.

This report includes certain financial measures that use non-generally accepted accounting principles (non-GAAP) to describe the company's performance.

The non-GAAP information presented herein provides investors with additional useful information, but should not be considered in isolation or as a substitute for the related financial measures prepared in accordance with GAAP. Moreover, other companies may define non-GAAP measures differently, which limits the usefulness of these measures for comparisons with such other companies.

We encourage investors to review our financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. An explanation of these non-GAAP financial measures and a reconciliation to the most directly comparable GAAP financial measures are available on our website, bms.com/investors.

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

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

Abecma®, Breyanzi®, Cell Therapy 360®, Opdivo®, Yervoy®, Reblozyl®, Inrebic®, Onureg®, Opdualag®, Zeposia®, Sotyktu®, Istodax®, Sprycel®, Orencia® SC, Baraclude®, Reyataz®, Revlimid®, Pomalyst®, Thalomid® and Camzyos® are trademarks of Bristol-Myers Squibb Company and/or one of its subsidiaries. All other trademarks are the property of their respective owners.

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Global Reporting Initiative (GRI) 2023 Index

This index aligns with the Global Reporting Initiative's Sustainability Reporting Standards for the period from January 1, 2023, to December 31, 2023, unless otherwise noted. This report has been prepared in reference to GRI standards.

GRI Standard	Disclosure Number	Description	Disclosure
GRI 2: General Disclosures 2021	2-1	Organizational details	2023 Form 10-K, pg. 1 (Item 1. Business)
	2-2	Entities included in the organization's sustainability reporting	2023 Form 10-K, Exhibit 21
	2-3	Reporting period, frequency and contact point	Bristol Myers Squibb aims to publish an ESG Report annually. The 2023 ESG Report mainly covers information from the fiscal year ending December 31, 2023, unless otherwise indicated. Questions and inquiries on the reported information can be submitted to our Media Relations team.
	2-4	Restatements of information	2023 Form 10-K
	2-5	External assurance	Verification Statements
	2-6	Activities, value chain and other business relationships	2023 Form 10-K, pg. 1 (Item 1. Business)
	2-7	Employees	2023 Form 10-K, pg. 1 (Item 1. Business) BMS has 34,100 employees worldwide. Please see the Fostering a High-Performing and Inclusive Global Workforce chapter in our 2023 ESG Report, beginning on pg. 47.
	2-8	Workers who are not employees	Information unavailable
	2-9	Governance structure and composition	2023 ESG Report, pg. 67 (Operating with Integrity) 2024 Proxy Statement, pg. 25 (How We Are Organized)
	2-10	Nomination and selection of the highest governance body	2024 Proxy Statement, pg. 11 (How We Are Selected and Elected)
	2-11	Chair of the highest governance body	2024 Proxy Statement, pg. 6 (Item 1. Election of the Board of Directors)

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GRI Standard	Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Disclosure
GRI 2: General Disclosures 2021	**2-12**	Role of the highest governance body in overseeing the management of impacts	2023 ESG Report, pg. 67 (Operating with Integrity > Board Oversight: Governance and Enterprise Risk Management) 2024 Proxy Statement, pg. 14–15 (How We Govern and Are Governed) Board Committees and Charters
	2-13	Delegation of responsibility for managing impacts	2023 ESG Report, pg. 67 (Operating with Integrity)
	2-14	Role of the highest governance body in sustainability reporting	2023 ESG Report, pg. 71 (Operating with Integrity > ESG Operating Model and ESG Council) ESG Governance Operating Model
	2-15	Conflicts of interest	2024 Proxy Statement, pg. 61–62 (BMS Compensation Program Design Process)
	2-16	Communication of critical concerns	2023 ESG Report, pg. 76 (Operating with Integrity > Our Integrity Line)
	2-17	Collective knowledge of the highest governance body	2024 Proxy Statement pg. 4 (Who We Are: 2023 Director Nominees)
	2-18	Evaluation of the performance of the highest governance body	2024 Proxy Statement, pg. 13 (Annual Evaluation Process) 2024 Corporate Governance Guidelines, pg. 6 (Evaluating the Board's Performance)
	2-19	Remuneration policies	2024 Proxy Statement, pg. 34–85 (Executive Compensation) Governance & Executive Compensation Policies
	2-20	Process to determine remuneration	2024 Proxy Statement, pg. 34–85 (Executive Compensation) Governance & Executive Compensation Policies
	2-21	Annual total compensation ratio	2024 Proxy Statement, pg. 81 (Pay Ratio)
	2-22	Statement on sustainable development strategy	2023 ESG Report, pg. 7 (Introduction > Letter from Our Board Chair and CEO) 2023 Form 10-K, pg. 38 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	2-23	Policy commitments	2023 ESG Report, pg. 67–78 (Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 9 (Protecting Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 6 (II. Human Rights and Labor)

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GRI Standard	Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Disclosure
GRI 2: General Disclosures 2021	**2-24**	Embedding policy commitments	2023 ESG Report, pg. 67–78 (Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 9 (Protecting Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 6 (II. Human Rights and Labor)
	2-25	Processes to remediate negative impacts	2023 ESG Report, pg. 67–78 (Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 9 (Protecting Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 6 (II. Human Rights and Labor)
	2-26	Mechanisms for seeking advice and raising concerns	Our Standards of Business Conduct and Ethics 2023 ESG Report, pg. 67–78 (Operating with Integrity)
	2-27	Compliance with laws and regulations	2023 Form 10-K, pg. 112–113 (Item. 8 Financial Statements and Supplementary Data > Note 20. Legal Proceedings and Contingencies)
	2-28	Membership associations	Stakeholder Engagement > Business Association Memberships
	2-29	Approach to stakeholder engagement	2023 ESG Report, pg. 7 (Introduction > Letter from Our Board Chair and CEO)
	2-30	Collective bargaining agreements	2023 ESG Report, pg. 47–66 (Fostering a High-Performing and Inclusive Global Workforce)
GRI 3: Material Topics 2021	**3-1**	Process to determine material topics	2023 ESG Report, pg. 7 (Introduction > Letter from Our Board Chair and CEO) 2023 Global ESG Double Materiality Assessment, pg. 5
	3-2	List of material topics	2023 ESG Report, pg. 7 (Introduction > Letter from Our Board Chair and CEO) 2023 Global ESG Double Materiality Assessment, pg. 7
	3-3	Management of material topics	2023 Form 10-K, pg. 38 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations) 2023 ESG Report, pg. 7 (Introduction > Letter from Our Board Chair and CEO) 2023 Global ESG Double Materiality Assessment, pg. 8

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GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2023 10-K, pg. 38–67 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	201-2	Financial implications and other risks and opportunities due to climate change	2023 CDP Climate Change 2023 TCFD Report 2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	201-3	Defined benefit plan obligations and other retirement plans	2023 Form 10-K, pg. 107–110
	201-4	Financial assistance received from the government	2023 Form 10-K, pg. 71–122 (Item 8. Consolidated Financial Statements)
GRI 201: Economic Performance 2016	203-1	Infrastructure investments and services supported	2023 ESG Report, pg. 14–34 (Advancing Patient Health Around the World) Bristol Myers Squibb Foundation
	203-2	Significant indirect economic impacts	2023 ESG Report, pg. 14–34 (Advancing Patient Health Around the World) Bristol Myers Squibb Foundation
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	2023 Form 10-K, pg. 23 (Item 1A. Risk Factors) 2023 ESG Report, pg. 72 (Operating with Integrity > Ethical Business) Our Standards of Business Conduct and Ethics, pg. 10 (Anti-Corruption) Standards of Business Conduct and Ethics for Third-Parties, pg. 4 (Anti-Bribery and Corruption)
	205-2	Communication and training about anti-corruption policies and procedures	2023 ESG Report, pg. 72 (Operating with Integrity > Ethical Business) Our Standards of Business Conduct and Ethics, pg. 10 (Anti-Corruption) Standards of Business Conduct and Ethics for Third-Parties, pg. 4 (Anti-Bribery and Corruption)
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Information unavailable
	301-2	Recycled input materials used	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling)
	301-3	Reclaimed products and their packaging materials	Information unavailable

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GRI Standard	Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Disclosure
GRI 302: Energy 2016	302-1	Energy Consumption within the organization	2023 ESG Report, pg. 83 (Sustaining Our Planet and Improving Health > Our Energy Use and Emissions) Energy Conservation Energy Star Award > Our Achievements Energy Star Award > Award-Winning Excellence 2023 CDP Climate Change
	302-2	Energy consumption outside of the organization	2023 ESG Report, pg. 83 (Sustaining Our Planet and Improving Health > Our Energy Use and Emissions) 2023 CDP Climate Change
	302-3	Energy intensity	2023 ESG Report, pg. 83 (Sustaining Our Planet and Improving Health > Our Energy Use and Emissions) 2023 CDP Climate Change
	302-4	Reduction of energy consumption	2023 ESG Report, pg. 83 (Sustaining Our Planet and Improving Health > Our Energy Use and Emissions) 2023 CDP Climate Change
	302-5	Reductions in energy requirements of products and services	2023 CDP Climate Change
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	2023 ESG Report, pg. 89 (Sustaining Our Planet and Improving Health > Water Stewardship) 2023 CDP Water Security
	303-2	Management of water discharge-related impacts	2023 ESG Report, pg. 89 (Sustaining Our Planet and Improving Health > Water Stewardship) 2023 CDP Water Security
	303-3	Water withdrawal	2023 ESG Report, pg. 89 (Sustaining Our Planet and Improving Health > Water Stewardship) 2023 CDP Water Security
	303-4	Water discharge	2023 CDP Water Security
	303-5	Water consumption	Information unavailable
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information unavailable
	304-2	Significant impacts of activities, products and services on biodiversity	Information unavailable
	304-3	Habitats protected or restored	Information unavailable
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable

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GRI 305: Emissions 2016	**305-1**	Direct (Scope 1) GHG emissions	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	305-2	Energy indirect (Scope 2) GHG emissions	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	305-3	Other indirect (Scope 3) GHG emissions	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	305-4	GHG emissions intensity	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	305-5	Reduction of GHG emissions	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health)
	305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable
GRI 306: Waste 2020	**306-1**	Waste generation and significant waste-related impacts	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling) 2023 CDP Climate Change
	306-2	Management of significant waste-related impacts	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling) 2023 CDP Climate Change
	306-3	Waste generated	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling) 2023 CDP Climate Change
	306-4	Waste diverted from disposal	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling) 2023 CDP Climate Change
	306-5	Waste directed to disposal	2023 ESG Report, pg. 90 (Sustaining Our Planet and Improving Health > Waste and Recycling) 2023 CDP Climate Change
GRI 308: Supplier Environmental Assessment 2016	**308-1**	New suppliers that were screened using environmental data	2023 ESG Report, pg. 95 (Sustaining Our Planet and Improving Health > Working with Responsible Partners)
	308-2	Negative environmental impacts in the supply chain and actions taken	2023 ESG Report, pg. 95 (Sustaining Our Planet and Improving Health > Working with Responsible Partners)

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GRI Standard	Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Disclosure
GRI 401: Employment 2016	**401-1**	New employee hires and employee turnover	Information is confidential
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture) Benefits
	401-3	Parental leave	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture) Benefits
GRI 403: Occupational Health and Safety 2018	**403-1**	Occupational health and safety management system	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health) EHS Management System
	403-2	Hazard identification, risk assessment, and incident investigation	2023 ESG Report, pg. 79–100 (Sustaining Our Planet and Improving Health) EHS Management System
	403-3	Occupational health services	2023 ESG Report, pg. 56 (Fostering a High-Performing and Inclusive Global Workforce > Safety and Our People)
	403-4	Worker participation, consultation, and communication on occupational health and safety	Principles of Integrity: Our Standards of Business Conduct and Ethics pg. 7 (Protecting Our Employees)
	403-5	Worker training on occupational health and safety	2023 ESG Report, pg. 56 (Fostering a High-Performing and Inclusive Global Workforce > Safety and Our People)
	403-6	Promotion of worker health	2023 ESG Report, pg. 56 (Fostering a High-Performing and Inclusive Global Workforce > Safety and Our People)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Standards of Business Conduct and Ethics for Third Parties, pg. 7 (Health & Safety)
	403-8	Workers covered by an occupational health and safety management system	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture)
	403-9	Work-related injuries	Information unavailable
	403-10	Work-related ill health	Information unavailable

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GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture)
	404-2	Programs for upgrading employee skills and transition assistance programs	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture) BMS Leadership Development Programs
	404-3	Percentage of employees receiving regular performance and career development reviews	2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	2024 Proxy Statement, pg. 5 (Diversity Matrix) 2023 ESG Report, pg. 59 (Fostering a High-Performing and Inclusive Global Workforce > Bringing to Life the Value of Inclusion)
	405-2	Ratio of basic salary and remuneration of women to men	2023 ESG Report, pg. 61 (Fostering a High-Performing and Inclusive Global Workforce > Bringing to Life the Value of Inclusion > Pay Equity)
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk of incidents of child labor	Standards of Business Conduct and Ethics for Third Parties, pg. 6 (Human Rights and Labor) Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Standards of Business Conduct and Ethics for Third Parties, pg. 6 (Human Rights and Labor) Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Workplace Policies > Security
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social data	Standards of Business Conduct and Ethics for Third Parties Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
	414-2	Negative social impacts in the supply chain and actions taken	Standards of Business Conduct and Ethics for Third Parties Position on Human Rights 2022 U.K. Anti-Slavery and Human Trafficking Statement

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GRI Standard	Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Disclosure
GRI 415: Public Policy 2016	**415-1**	Political Contributions	2023 State and Other Corporate Political Contributions
GRI 416: Customer Health and Safety 2016	**416-1**	Assessment of the health and safety impacts of product and service categories	2023 ESG Report, pg. 27–33 (Product Quality and Safety), pg. 45–46 (Clinical Trial Innovation), and pg. 91 (Pharmaceuticals in the Environment) Clinical Trials and Research Sharps Management Plan
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	FDA Data Dashboard
GRI 417: Marketing and Labeling 2016	**417-1**	Requirements for product and service information and labeling	Our Medicines
	417-2	Incidents of non-compliance concerning product and service information and labeling	2023 Form 10-K, pg. 23 (Item 1A. Risk Factors)
	417-3	Incidents of non-compliance concerning marketing communications	2023 Form 10-K, pg. 13 (Item 1. Marketing, Distribution and Customers)

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Sustainability Accounting Standards Board (SASB) 2023 Index

The following index aligns with SASB standards for the Sustainable Industry Classification System (SICS) Healthcare Sector and the Biotechnology and Pharmaceuticals Industry. Effective August 1, 2022, the Value Reporting Foundation–including the SASB Standards–consolidated into the IFRS Foundation, which established the International Sustainability Standards Board (ISSB). The ISSB now governs the SASB standards.

Topic	Code	Description	FY2023 Response
Activity Metrics	**HC-BP-000.A**	Number of patients treated	Our Mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. We track the number of patients treated across various categories and geographies, and we are committed to providing access to medicines for underserved populations. In the U.S., 10.8 million patients have been reached through Health Equity initiatives. For more information, please see the Advancing Patient Health Around the World section of our 2023 ESG Report.
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3)	BMS currently has six In-Line products, 10 products in our New Product Portfolio, and nine marketed products in our mid- to late-stage pipeline. As of February 2, 2024, we have over 45 compounds in our early-stage development pipeline. More information can be found in the Pipeline section of our website, and in the Research and Development section of our Form 2023 Form 10-K.
Safety of Clinical Trial Participants	**HC-BP-210a.1**	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	BMS monitors and evaluates the efficacy of our medicines in clinical trials and any potential or actual adverse events are reported. Additionally, in drug development, we engage the services of physicians, hospitals, medical schools and other research organizations worldwide to conduct clinical trials to establish the safety and effectiveness of new products. In order for a new drug to reach the market, industry practice and government regulations in the U.S., the E.U. and most foreign countries provide for the determination of a drug's effectiveness and safety through preclinical tests and controlled clinical evaluation. For more information, please see the chapter Advancing Patient Health Around the World > Product Quality and Safety of this report, beginning on pg. 27, in addition to our 2023 Form 10-K.
	HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation, or (2) regulatory or administrative actions taken against the entity	None
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	BMS does not believe that any of these matters, unless noted in our Annual Report or other company filings, will have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information please see our Annual Report on 2023 Form 10-K, pg. 112 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.

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Topic	Code	Description	FY2023 Response
Access to Medicines	**HC-BP-240a.1**	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	BMS has several initiatives to promote access to healthcare products—and health equity overall—for priority diseases and in priority countries as defined by the Access to Medicine Index. In 2022, we launched an LMIC Governance Committee, comprising a cross-functional team, to focus on addressing the unique challenges in LMIC markets, such as underdeveloped healthcare infrastructure, logistical challenges for distribution and supply, regulatory and affordability challenges. We are developing tailored LMIC access solutions to expand patient access and to address the challenges that are specific to each country. In addition, BMS products are evaluated with a market access strategic review that culminates in an intensive and in-depth cross-market assessment, with the BMS Board Chair and CEO responsible for the final decision. Typically, this process begins early in the development of new products during the design phase of the registration trials. This process is led by the Senior Vice President & Head of Worldwide Value, Access, Pricing and Health Economics and Outcomes Research, who sits on BMS' governance committees for access, including: the Commercialization & Development Operating Committee, the Research and Early Development Operating Committee, the Pipeline Steering Committee and the Global Pricing Strategy Governance Committee. Several criteria that go into determining product-specific access decisions and strategies including the degree of unmet needs in disease and treatment, as well as individual country considerations (e.g., clinical trial design, overall state of the healthcare system, ability and willingness to pay, healthcare and pharmaceutical budgets). Along the process, input is also collected from BMS Global Policy & Government Affairs, Global Product Development & Supply, BMS Global Health Equity & Policy Partnerships, and Global Patient Outreach. Importantly, BMS has forged both formal and informal partnerships with a vast number of organizations around the world—including supporting over 37,000 advocacy groups globally—in our effort to address healthcare inequities. For more information, please see the Advancing Patient Health Around the World chapter of our 2023 ESG Report.
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Program (PQP)	Daclatasvir (dihydrochloride), Atazanavir (sulfate)
Affordability and Pricing	**HC-BP-240b.2**	Percentage change in: (1) weighted average list price and (2) weighted average net price across U.S. product portfolio compared to previous year	From 2022 to 2023, the weighted average list price increased +4.4%, while the weighted average net price across the U.S. product portfolio decreased -0.4%. For more information about our pricing strategy and transparency, please see our 2024 Proxy Statement, pg. 20–24 (Responsible Drug Pricing Strategy & Transparency) and 2023 Form 10-K, pg. 15 (Item 1. Pricing, Price Constraints and Market Access).
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	For more information about our pricing strategy and transparency, please see our 2024 Proxy Statement, pg. 20–24 (Responsible Drug Pricing Strategy & Transparency) and 2023 Form 10-K, pg. 15 (Item 1. Pricing, Price Constraints and Market Access).
Drug Safety	**HC-BP-250a.1**	Products listed in public medical product safety or adverse event alert databases	Zero products listed in the FDA MedWatch Safety Alerts for Human Medical Products database.
	HC-BP-250a.2	Number of fatalities associated with products	In 2023, we continued to achieve strong product safety performance and results, maintaining the quality of our products for the patients who rely on them. Please visit the FAERS MedWatch page for more information.
	HC-BP-250a.3	Number of recalls issued, total units recalled	In 2023, BMS did not issue any recalls. FDA Compliance Actions can be found on the FDA Data Dashboard.

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Topic	Code	Description	FY2023 Response
Drug Safety	**HC-BP-250a.4**	Total amount of product accepted for takeback, reuse, or disposal	BMS supports the proper collection and disposal of unused or expired medications/sharps from patients. We are a member of the Pharmaceutical Product Stewardship Work Group (PPSWG), which supports pharmaceutical manufacturers with the infrastructure, guidance and subject matter expertise to enable compliance and improve awareness of existing pharmaceutical disposal options. The PPSWG coordinates these efforts through MED-Project, a stewardship organization that implements and operates household unwanted medicine and sharps takeback programs within the United States. Due to regulations, pharmaceutical products are not sorted after collection, so it is difficult to calculate the total amount of unused BMS products collected from U.S. patients. However, in 2023, 616.6 tons of unwanted medicines and 115.8 tons of sharps were disposed of via MED-Project's disposal programs.† In addition to our work with MED-Project, we collaborate with other organizations across the globe to facilitate takeback for our patients. This is dependent on many factors, including the availability of existing programs and the infrastructure required for takeback programs. Two programs that we promote and endorse include myoldmeds.com, which provides an easy way for patients to identify a nearby location where they can properly dispose of unwanted, unused or expired household medicines—and medsdisposal.eu, which helps raise awareness on how to dispose of unused or expired medicines in Europe. The websites also highlight how important it is for patients to securely store household medicines and follow the labeling information and medication guides that companies provide. Learn more about the BMS Household-Generated Sharps Management Plan.
	HC-BP-250a.5	Number of enforcement actions taken in response to violations of Good Manufacturing Practices (GMP), or equivalent standards by type	In 2023, BMS was not involved in FDA enforcement actions in response to violations of cGMP. FDA Compliance Actions can be found at the FDA Data Dashboard.
Counterfeit Drugs	**HC-BP-260a.1**	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	We have efforts in place to help ensure the quality and integrity of our products within the supply chain and further patient safety: an integrated team that addresses counterfeiting, product tampering, theft and diversion issues; security technologies to make our packaging and products less vulnerable to counterfeiting and to secure their movement within the supply chain; participation in industry coalitions and organizations addressing this issue; and collaboration with supply chain vendors and law enforcement agencies on product security matters. More information can be found on the Counterfeit Drugs section of our website and also in the Advancing Patient Health Around the World > Product Quality and Safety section of our 2023 ESG Report.
	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	We take the risks related to counterfeit medicines very seriously and do all we can to build safety into our medicines and into the supply chain. We evaluate potential risks across the value chain and apply scientific and technical controls to try to reduce the ability to produce counterfeits, but also to enhance our ability to detect counterfeits. This requires that we work with multiple global authorities, including the U.S. Department of Homeland Security and Customs and Border Protection, to share information and collaborate on the detection and removal of counterfeits and unsafe medicines from the market. We also have robust drug safety and surveillance programs and support global reporting of any suspected counterfeits. Interwoven into the reporting or detection programs are time-bound processes that initiate product recall and subsequent testing as appropriate and in concert with the regulatory authorities.

† Source: MED-Project

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Topic	Code	Description	FY2023 Response
Counterfeit Drugs	**HC-BP-260a.3**	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	BMS currently does not disclose this metric as it does not have a material impact on our business. However, we cooperate with law enforcement, regulatory agencies, and other pharmaceutical companies and industry organizations, to proactively combat against counterfeit products.
Ethical Marketing	**HC-BP-270a.1**	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Unless noted in our Annual Report or other company filings, this item does not have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information, please see our Annual Report on 2023 Form 10-K, pg. 112 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	As outlined in our Principles of Integrity: Our Standards of Business Conduct and Ethics, we commit to our advertising and promotion being accurate, truthful and consistent with approved product labeling and applicable law. We use only approved promotional materials with healthcare professionals or patients. For more information, please see our Principles of Integrity: Our Standards of Business Conduct and Ethics.
Employee Recruitment, Development and Retention	**HC-BP-330a.1**	Discussion of talent recruitment and retention efforts for scientists and research and development staff	BMS' R&D team is committed to discovering, developing and delivering transformational medicines to patients. Our mission to enhance the lives of patients requires an investment in a strong learning culture. We continue to attract, develop and retain top talent to foster success by offering development programs that allow employees to engage with instructors and fellow students for half-day or up to three-day programs in a virtual or classroom setting. More information can be found on our Careers page and in the 2023 ESG Report, pg. 48 (Fostering a High-Performing and Inclusive Global Workforce > Our People and Culture).
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	We believe that our employees around the world embody our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Together, their unyielding focus on patients defines our culture. Our People Strategy is designed to foster an inclusive and engaging work experience to attract, develop, and retain the most talented workforce which reflects the diverse cultures, backgrounds, and experiences of our patients and communities around the world. For more details on our talent recruitment, retention and development strategy, please see our Annual Report on 2023 Form 10-K, pg. 20 (Item 1. Human Capital Management and Resources).
Supply Chain Management	**HC-BP-430a.1**	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	BMS adheres to the audit principles of the International Pharmaceutical Supply Chain Initiative (PSCI) for 100% or all audited third-party suppliers in our network.

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Topic	Code	Description	FY2023 Response
Business Ethics	**HC-BP-510a.1**	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	Unless noted in our Annual Report or other company filings, this item does not have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information, please see our Annual Report on 2023 Form 10-K, pg. 112 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.
	HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	We interact with healthcare professionals, patient advocacy groups, payers, and others in a way that does not have, or appear to have, an improper influence on their decisions. More information on how BMS interacts with healthcare professional and patient organizations can be found in our Principles of Integrity: Our Standards of Business Conduct and Ethics.

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Environmental Data

Limited Assurance

Apex, an independent third party, audited and provided limited assurance of our 2023 greenhouse gas emissions, water usage and waste generation data. To view these limited assurance statements, please see the following pages of this report.

2022 to Present, Sustainability Metrics – Energy / GHG

	2022 (Baseline)[1]	2023	% Change
Energy Use (Terajoules)			
Scope 1[1]	3,891	3,873	-0.5%
Scope 2	1,464	1,452	-0.8%
Total Energy Use from Operations—Scopes 1 & 2[1]	5,355	5,325	-0.6%
GHG Emissions (Metric Tons of CO_2 equivalent)			
Scope 1—Direct GHG from Operations[1,2]	211,900	208,535	-1.6%
Scope 2—Indirect GHG from Operations (Market-Based)[3]	161,907	158,447	-2.1%
Scope 3—Indirect GHG from Value Chain	1,768,500	1,750,947	-1.0%
Category 1—Purchased Goods & Services[4]	1,354,700	1,353,368	-0.1%
Category 2—Capital Goods[5]	19,900	23,745	19.3%
Category 3—Fuel & Energy-Related Activities[1,6]	71,900	72,108	0.3%
Category 4—Upstream Transportation & Distribution[7]	137,300	131,064	-4.5%
Category 5—Waste Generated in Operations[8]	4,400	3,839	-12.8%
Category 6—Business Travel[1,9]	57,200	65,504	14.5%
Category 7—Employee Commuting[10]	58,300	49,734	-14.7%
Category 9—Downstream Transportation & Distribution[1,11]	6,700	6,321	-5.7%
Category 12—End-of-Life Treatment of Sold Products[1,12]	3,200	3,293	2.9%
Category 15—Investments[1,13]	54,900	41,971	-23.6%
Biogenic Emissions (CO_2 only)[14]	876	948	8.2%
Total GHG from Operations—Scopes 1 & 2[1,15]	373,807	366,981	-1.8%
Total GHG—Scopes 1, 2 & 3[1]	2,142,307	2,117,929	-1.1%

[1] Following the conclusion of normal 2022 verification activities in July (2023), coupled with the intention to utilize 2022 as the baseline year for SBTi submission, BMS undertook a comprehensive review of emissions reporting scope and completeness in preparation for SBTi submission in Q4 2023. This review resulted in the addition/amendment and re-verification of Scope 1 (mobile combustion/fleet) and Scope 3 (multiple categories) emissions. Following is a more detailed summary of these revisions:
- Scope 1: Mobile Combustion/Fleet appended with ex-U.S./Canada fleet
- Scope 3 – Category 3 – FERA: Appended with Mobile/Fleet fuels, recalculated well-to-tank and T&D loss emissions for purchased electricity (to align with IEA EFs & inclusion of impact from renewable electricity)
- Scope 3 – Category 6 – Business Travel: Appended with non-air travel activities – hotel stays, ground & water transport
- Scope 3 – Category 9 – Downstream Transportation & Distribution: New category deemed relevant to BMS for SBTi submission completeness
- Scope 3 – Category 12 – End-of-Life Treatment of Sold Products: New category deemed relevant to BMS for SBTi submission completeness
- Scope 3 – Category 15 – Investments: New category deemed relevant to BMS for SBTi submission completeness

[2] Scope 1 emissions reduction due to decrease in diesel fuel consumption (for back-up/emergency generation) and lower fugitive emissions from refrigerants.
[3] Scope 2 emissions reduction attributable to lower electricity and district steam consumption at site-level, coupled with favorability from lower emission factors.
[4] Decrease in Purchased Goods and Services emissions driven by a slight methodology change.
[5] Increase in Capital Goods emissions driven by increased spend within the category (adjusted for inflation).
[6] Increase in Fuel & Energy-Related Activities emissions driven by a slight methodology change for upstream emissions from purchased fuels.
[7] Decrease in Upstream Transportation & Distribution emissions driven by decreased spend within the category.
[8] Reduction in Waste-related emissions due to a combination of increased recycling/reuse and decrease in overall waste generation.
[9] Increase in Business Travel emissions driven by increase in business travel activities, including increased distance traveled by air and increased spend on other travel modes.
[10] Decrease in Employee Commuting emissions driven by a change in methodology. Previously used the Greenhouse Gas Protocol's Scope 3 Evaluator tool to estimate these emissions, but following the decommissioning of the tool, we deployed a new methodology. Our new methodology accounts for both commuting emissions and work from home emissions.
[11] Decrease in Downstream Transportation and Distribution emissions driven by a decreased estimated volume of products sold and shipped.
[12] Increase in End-of-Life Treatment of Sold Products emissions driven by an increase in emission factors.
[13] Decrease in Investments emissions driven by a decrease in BMS' alliance revenue as well as a decrease in emission factors reported by alliance partners.
[14] Increased Biogenic CO_2 emissions due to application of updated energy conversion factor.
[15] Due to rounding, 2023 values do not add up exactly.

Environmental Data (continued)

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2022 to Present, Sustainability Metrics – Waste[1] (Metric Tons)

Topic	2022	2023	% Change
Hazardous[1]	1,835	1,777	-3.2%
Non-Hazardous[2]	5,435	3,777	-30.5%
Recycled/Reused[3]	6,185	5,925	-4.2%
Total Waste Generated[4]	13,455	11,479	-14.7%

[1] Haz-waste generation rate decreased due to operational reduction and increased recycling/reuse of hazardous materials.
[2] Non-Haz waste generation rate reduced due to increased recycling/reuse of non-hazardous materials. Municipal Solid Waste in N.J. is now a waste-to-energy stream versus disposal in landfill.
[3] Total waste generation rate reduction contributed to less material to recycle/reuse.
[4] Total waste generation rate reduced as a result of procurement practices, site boundary adjustments and operational changes.

2022 to Present, Sustainability Metrics – Water (Megaliters)

Topic	2022	2023	% Change
Total Water Withdrawal— Municipal, Groundwater, Surface[1]	2,762	2,766	0.1%

[1] Nominal increase to water withdrawal reflects a change in reporting scope from 2022 to 2023.

Assurance Certificate

Environmental Data

INDEPENDENT LIMITED ASSURANCE STATEMENT

To: The Stakeholders of Bristol Myers Squibb Company

Introduction and objectives of work

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

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

Scope of work

The scope of our work was limited to assurance over the specific data presented below for the period January 1, 2023 to December 31, 2023 (the 'Subject Matter'). Our assurance does not extend to any other information reported by Bristol Myers Squibb.

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

- Direct Greenhouse Gas (GHG) emissions (Scope 1) associated with Manufacturing and R&D facilities, global sales vehicle fleet, Distribution Centers, and Offices
- Indirect GHG emissions (Scope 2) associated with Manufacturing and R&D facilities, Distribution Centers, and Offices
- GHG emissions (Scope 3) associated with:
  - Purchased Goods and Services (Market-based)
  - Capital Goods (Market-based)
  - Fuel and Energy Related Activities (Market-based)
  - Upstream Transportation and Distribution
  - Waste Generated in Operations
  - Business Travel
  - Employee Commuting
  - Downstream Transportation and Distribution
  - End of Life of Sold Products
  - Investments
- Biogenic Emissions (CO_2 only)
- Total Energy Consumption associated with Manufacturing and R&D Facilities, Distribution Centers, Offices, and global sales vehicle fleet
- Total Water Withdrawal associated with Manufacturing and R&D Facilities, Distribution Centers, and Offices

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

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

Reporting Boundaries

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

- Operational Control
- Worldwide Operations

Limitations and Exclusions

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

- Activities outside the defined assurance period;
- Global office, warehouse and distribution facilities under 100,000 sq ft;
- Global R&D facilities under 50,000 sq ft; and
- CO_2 gas and dry ice used in research and manufacturing facilities

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

Responsibilities

This preparation and presentation of the data are the sole responsibility of the management of Bristol Myers Squibb.

Apex was not involved in the development, tracking, or reporting of the environmental sustainability data. Our responsibilities were to:

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

Assessment Standards

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

Summary of Work Performed

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of Bristol Myers Squibb;

Environmental Data (continued)

3. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Bristol Myers Squibb;
5. Agreeing a selection of the Subject Matter to the corresponding source documentation;
6. Reviewing Bristol Myers Squibb systems for quantitative data aggregation and analysis; and,
7. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

Reported Data

Type	Units	Value
Purchased Fuels (Scope 1)	Terajoules	3,873
Purchased Indirect Energy (Scope 2)	Terajoules	1,452
Total Energy Consumption (Scope 1 and 2)	Terajoules	5,325
Scope 1 Direct CO2e Emissions	MT CO2e	208,535
Scope 2 Indirect Purchased Energy Location Based CO2e Emissions	MT CO2e	158,817
Scope 2 Indirect Purchased Energy Market Based CO2e Emissions	MT CO2e	158,447
Total Scope 1 and Scope 2 Location Based CO2e Emissions	MT CO2e	367,352
Total Scope 1 and Scope 2 Market Based CO2e Emissions	MT CO2e	366,981
Scope 3 CO2e Emissions – Purchased Goods and Services (Market-based)	MT CO2e	1,353,368
Scope 3 CO2e Emissions – Capital Goods (Market-based)	MT CO2e	23,745
Scope 3 CO2e Emissions – Fuel and Energy Related Activities (Market-based)	MT CO2e	72,108
Scope 3 CO2e Emissions – Upstream Transportation and Distribution	MT CO2e	131,064
Scope 3 CO2e Emissions – Waste Generated in Operations	MT CO2e	3,839
Scope 3 CO2e Emissions – Business Travel	MT CO2e	65,504
Scope 3 CO2e Emissions – Employee Commuting	MT CO2e	49,734
Scope 3 CO2e Emissions – Downstream Transportation and Distribution	MT CO2e	6,321
Scope 3 CO2e Emissions – End of Life Treatment of Sold Products	MT CO2e	3,293
Scope 3 CO2e Emissions – Investments	MT CO2e	41,971
Total Water Withdrawal	Mega Litres	2,766
Biogenic Emissions (CO_2 only)	MT CO2e	948

MT CO2e = metric ton carbon dioxide equivalent

Conclusion

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

- Nothing has come to our attention to indicate that the Subject Matter is not fairly stated in all material respects; and

It is our opinion that Bristol Myers Squibb has established appropriate systems for the collection, aggregation and analysis of quantitative data.

Statement of Independence, Integrity and Competence

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

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

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

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

Attestation:

Jessica Jacobs, Lead Assuror
ESG Senior Project Manager
Apex Companies, LLC

David Reilly, Technical Reviewer
ESG Principal Consultant
Apex Companies, LLC

June 25, 2024

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