



Bristol-Myers Squibb

# Credit Suisse Healthcare Conference

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**Charlie Bancroft**

Executive Vice President, Chief Financial Officer

November 2014



# Forward-Looking Information

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This presentation contains statements about the Company's 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. Actual results may differ materially from those indicated as a result of various important factors, including those discussed in the company's most recent annual report on Form 10-K and reports on Form 10-Q and Form 8-K. These documents are available from the SEC, the Bristol-Myers Squibb website or from Bristol-Myers Squibb Investor Relations.

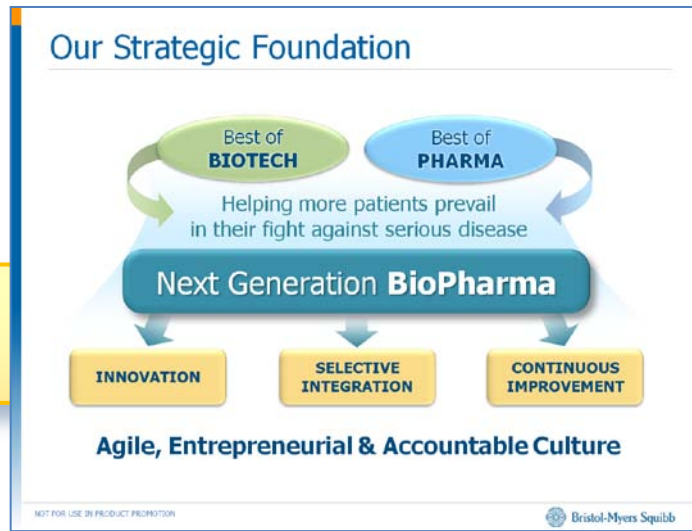
In addition, any forward-looking statements represent our estimates only as of the date hereof and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.

This presentation also contains certain non-GAAP financial measures, adjusted to include certain costs, expenses, gains and losses and other specified items. Reconciliations of these non-GAAP financial measures to the most comparable GAAP measures are available on the company's website at [www.bms.com](http://www.bms.com).

# Evolution of BioPharma Strategy

*Innovative  
Pharmaceuticals*

**2007**



*Diversified  
Specialty  
BioPharma*

**2014**

# Our Strategic Foundation

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Best of  
BIOTECH

Best of  
PHARMA

**Diversified Specialty BioPharma**

**INNOVATE**

**INTEGRATE**

**IMPROVE**

**People helping patients in their fight against serious disease**

# Our R&D Focus

## Disease Area Focus

Immuno-Oncology

Oncology

Immunoscience

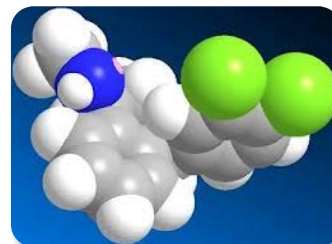
Cardiovascular

Virology

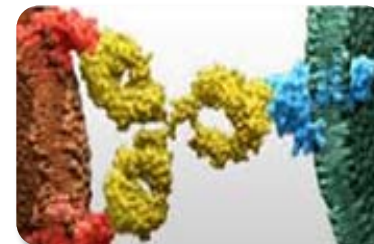
Fibrotic Diseases

Genetically Defined Diseases

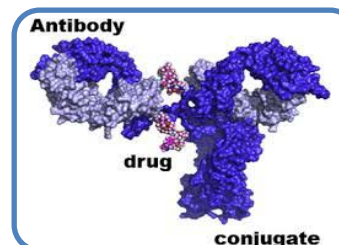
## Drug Platforms



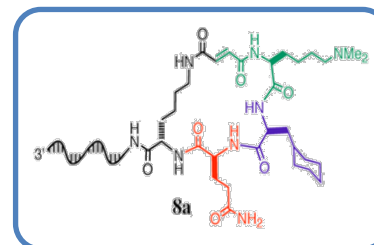
Small Molecule



Biologics

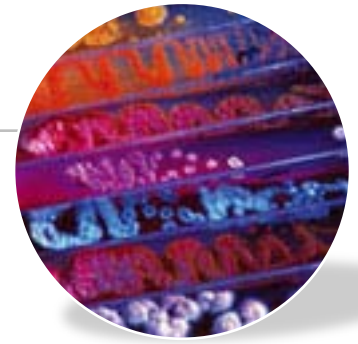


Antibody Drug Conjugates



Millamolecule

# Immuno-Oncology



- Uniquely positioned to realize transformational potential of I-O
- Yervoy: first I-O agent to demonstrate the potential for long-term survival in some patients
- Nivolumab: first filings accepted; important clinical & regulatory milestones upcoming
- Increased and focused global resources

# Our Commercial Priorities

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**Drive Brand Performance**



**Focus on Prioritized Markets**



**Accelerate Innovation**

# Our Key Products & Compounds



*Eliquis*<sup>™</sup>  
apixaban

 ORENCIA<sup>®</sup>  
(abatacept)

**YERVOY**<sup>™</sup>  
(ipilimumab)  
Injection for intravenous infusion

**SPRYCEL**<sup>®</sup>  
dasatinib

 **Daklinza**<sup>™</sup> <sup>1</sup>  
(daclatasvir) 60 mg  
tablets

**Opdivo**<sup>2</sup>  
(nivolumab)

 **Sunvepra**<sup>™</sup> <sup>1</sup>  
(asunaprevir) 100 mg  
capsules

**Elotuzumab**<sup>3</sup>

<sup>1</sup> Daklinza & Sunvepra approved in Japan; Daklinza approved in Europe; <sup>2</sup> Opdivo approved in Japan; <sup>3</sup> Elotuzumab not yet approved



# A Disciplined Approach to Capital Allocation

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Continue to be in a strong financial position

- Business development remains a top priority
  - Transactions must be strategically, scientifically and financially aligned
- Dividend commitment
  - 5th consecutive annual increase

# Confident in Our Future

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- ➔ Innovative late-stage pipeline
- ➔ Leverage the specialty care model
- ➔ Execute on priority opportunities
- ➔ Disciplined capital allocation

***Positioned for long-term success***



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