



Bristol-Myers Squibb

Bank of America Merrill Lynch Global Healthcare Conference

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SVP, Public Affairs & Investor Relations

September 2014



Forward-Looking Information

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.

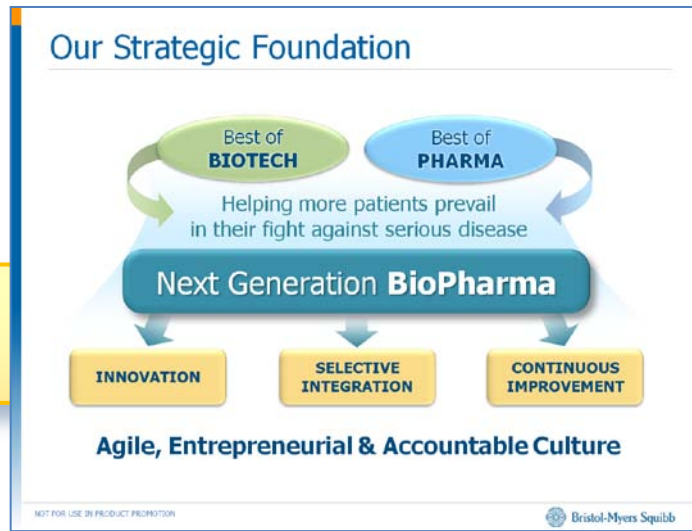
In addition, any forward-looking statements represent our estimates only as of the date hereof and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation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

Evolution of BioPharma Strategy

*Innovative
Pharmaceuticals*

2007



*Diversified
Specialty
BioPharma*

2014

Our Strategic Foundation

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

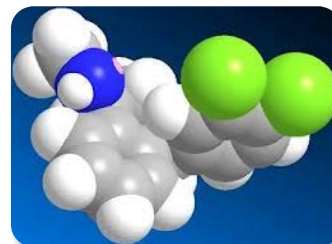
Cardiovascular

Virology

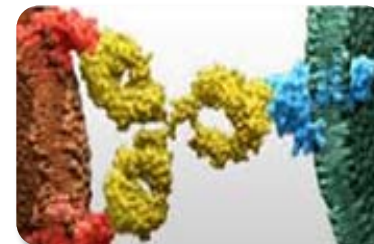
Fibrotic Diseases

Genetically Defined Diseases

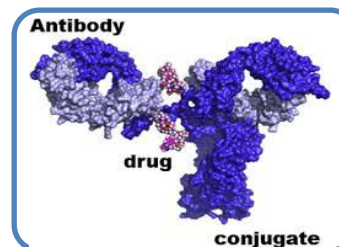
Drug Platforms



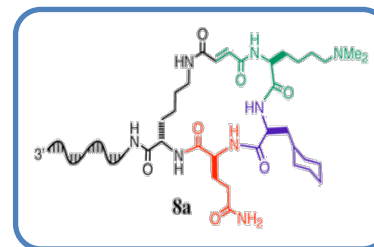
Small Molecule



Biologics



Antibody Drug Conjugates



Millamolecule

Our Commercial Priorities



Drive Brand Performance



Focus on Prioritized Markets



Accelerate Innovation

Our Key Products & Compounds



Eliquis[™]
apixaban

 ORENCIA[®]
(abatacept)

YERVOY[™]
(ipilimumab)
Injection for intravenous infusion

SPRYCEL[®]
dasatinib

 **Daklinza**[™] ¹
(daclatasvir) 60 mg
tablets

Opdivo²
(nivolumab)

 **Sunvepra**[™] ¹
(asunaprevir) 100 mg
capsules

Elotuzumab³

¹ Daklinza & Sunvepra approved in Japan; Daklinza approved in Europe; ² Opdivo approved in Japan; ³ Elotuzumab not yet approved

Confident in Our Future

- ➔ 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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