Forward Looking Statements and Non-GAAP Financial 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 on the SEC’s website, on 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 includes certain non-generally accepted accounting principles (GAAP) financial measures that we use to describe our company’s performance. The non-GAAP information presented provides investors with additional useful information but should not be considered in isolation or as substitutes for the related GAAP measures. 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.

Also note that a reconciliation of forward-looking non-GAAP financial measures, however, is not provided due to no reasonably accessible or reliable comparable GAAP measures for such statements and the inherent difficulty in forecasting and quantifying such measures that are necessary for such reconciliation. Namely, we are not able to reliably predict the impact of certain specified items or currency exchange rates beyond the next twelve months. As a result, the reconciliation of these non-GAAP measures to the most directly comparable GAAP measures is not available without unreasonable effort. In addition, the company believes such a reconciliation would imply a degree of precision and certainty that could be confusing to investors. The variability of the specified items may have a significant and unpredictable impact on our future GAAP results.
Expect growth through the decade

Powerful drivers underpin our growth

Continuing strong execution
Our Strategic Foundation

A differentiated biopharma company focused on innovative medicines for patients with cancer and other serious diseases

BEST OF BIOTECH

• Leading scientific innovation

BEST OF PHARMA

• Collaborating at center of the biotech ecosystem

• Leveraging global scale and agility

• Driven by the best people
Our Journey of Transformation

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Key Actions</th>
</tr>
</thead>
</table>
| 2007 – 2013 | • Selective acquisitions and divestitures  
• Focused exclusively on innovative medicines |
| 2014 – 2018 | • Pioneering Immuno-Oncology  
• Divested diabetes business |
| Today       | • Deepening innovation engine  
• New product portfolio launches |

BioPharma Strategy Introduced
Focus on Specialty Medicines
Renewing the Portfolio
Driving Growth Through the Decade — A Closer Look

Growth 2020 - 2025

- Key LOE Brands: Revlimid, Abraxane, Sprycel, and Pomalyst
- Continuing Business: Maintain low to mid 40s operating margin**
- In-Line Brands Primarily I-O & Eliquis
- New Product Portfolio
- Additional growth from New Product Portfolio

Growth 2025 - 2029

- LOE Brands: Primarily Eliquis & Opdivo
- Advancing Robust Pipeline

Additional Optionality from Disciplined Business Development

Key LOE Brands = Revlimid, Abraxane, Sprycel, and Pomalyst
Financial projections may contain non promoted sales, BMS promotes only according to label
*At constant exchange rates on a risk-adjusted basis; **Non-GAAP: There is no reliable or reasonable estimable comparable GAAP metric for this forward-looking information

Not for Product Promotional Use
Expect growth through the decade

Powerful drivers underpin our growth

Continuing strong execution
Multiple Growth Drivers — More than Offset LOEs

1. Drive Growth of New Product Portfolio

$25B+
NRA revenue potential in 2029

2. Launch Mid to Late-Stage Pipeline

iberdomide  
CC-92480  
milvexian  
BCMA TCE  
bempeg  
cendakimab  
FRα ADC

3. Advance Early-Stage Pipeline

50+ assets

4. Leverage Financial Strength

$45B - $50B free cash flow* 2022-2024

Foundation of key in-line brands ~$8B - $10B of growth from 2020 - 2025

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## Foundation of Key In-line Brands Contribute $8B - $10B Growth from 2020-2025

<table>
<thead>
<tr>
<th>Key In-line Growth Drivers</th>
<th>2020 Sales</th>
<th>Continued Growth Opportunities</th>
<th>Additional Sales by 2025</th>
</tr>
</thead>
</table>
| A standard of care across 11 tumors | $8.7B Combined Sales | • Maintain leadership in Melanoma & RCC
• Expand in metastatic disease incl. Lung & GI
• Lead evolution in early-stage disease | +$8B - $10B |
| Enabled by strong cardiovascular infrastructure | $9.2B | • Drive leadership in NOAC class
• Expand NOAC class
• Increase treated population |
Multiple Growth Drivers — More than Offset LOEs

1. Drive Growth of New Product Portfolio
   - $25B+ NRA revenue potential in 2029

2. Launch Mid to Late-Stage Pipeline
   - iberdomide
   - milvexian
   - bempeg
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New Product Portfolio To Deliver $10B - $13B of Risk Adjusted Revenue in 2025

Significantly de-risked portfolio:

- 9 new products: 6 approved, 3 filed
- Increased confidence in expansion opportunities
  - Zeposia launch in UC
  - Breyanzi 2L+ LBCL
  - deucravacitinib PsA Ph3 underway

2020
- Onureg AML
- Zeposia MS
- Reblozyl 2L MDS

2021
- Breyanzi 3L+ LBCL
- Abecma 5L+
- Zeposia UC

2022
- mavacamten oHCM
- deucravacitinib PsO
- rela+nivo 1L Mel FDC
- Breyanzi 2L LBCL

2023
- Breyanzi 3L+CLL

2024
- Reblozyl 1L MDS
- Abecma 3-5L
- Breyanzi 3L+ iNHL

2025
- Zeposia CD

Other*
- deucravacitinib
- Zeposia
- Breyanzi
- Reblozyl
- mavacamten

Risk-adjusted sales

$10B - $13B

*Other includes: Abecma, Onureg, Inrebic, and rela+nivo FDC
Significant Growth By 2029 — $25B+ NRA Revenue Potential

New Product Portfolio To Deliver
$10B - $13B of Risk Adjusted Revenue in 2025

$25B+
Non-Risk Adjusted**

<table>
<thead>
<tr>
<th>Product</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>mavacamten</td>
<td>$4B+</td>
</tr>
<tr>
<td>rela+nivo FDC</td>
<td>$4B+</td>
</tr>
<tr>
<td>deucravacitinib</td>
<td>$4B+</td>
</tr>
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$10B - $13B
Risk-adjusted sales

- Zeposia CD
- Reblozyl 1L MDS
- Abecma 3-5L
- Breyanzi 3L+ INH
- mavacamten oHCM
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- Breyanzi 3L+ LBCL
- Abecma 5L+
- Zeposia UC

- Onureg AML
- Zeposia MS
- Reblozyl 2L MDS

2020 2021 2022 2023 2024 2025 2029

* Other includes: Abecma, Onureg, Inrebic, and rela+nivo FDC
** Non-risk adjusted revenue potential, subject to positive registrational trials and health authority approval
Opportunity to Drive Growth in Current Indications:

- Increase share in ESA refractory population
- Increase adherence
- More frequent monitoring & earlier switching from ESA failures (NCCN update)

Notes regarding patient #s: MF & MDS represent combined U.S./EU5 estimates; beta-thal represents U.S. only; noted for each indication in launch year for lead market (e.g. U.S.); patient #s do not include growth of epidemiology over time.

NRA = Non-Risk Adjusted Sales, subject to positive registrational trials and health authority approval

1 Lower risk MDS patients
Mavacamten: First-in-Class Medicine Treating Underlying Disease in Hypertrophic Cardiomyopathy — $4B+ Opportunity

Unmet Need:
- Physicians recognize need for options that address underlying disease vs. treat symptoms
- Desire by patients & physicians to improve cardiac function and quality of life

<table>
<thead>
<tr>
<th>HCM patient population</th>
<th>1.3M patients¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant HCM pts with obstructive disease (requiring chronic treatment)</td>
<td>60-70%</td>
</tr>
<tr>
<td>Opportunity to increase diagnosis rate over time</td>
<td>Today 20-25%</td>
</tr>
<tr>
<td>Opportunity to drive significant penetration with a strong profile based on EXPLORER-HCM</td>
<td>Favorable landscape</td>
</tr>
<tr>
<td>- No current treatment that treats underlying condition</td>
<td></td>
</tr>
<tr>
<td>- No differentiated competitors on horizon</td>
<td></td>
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<td>- Concentrated prescriber base at launch</td>
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| Opportunity to drive significant penetration with a strong profile based on EXPLORER-HCM | Favorable landscape |
| - No current treatment that treats underlying condition |
| - No differentiated competitors on horizon |
| - Concentrated prescriber base at launch |

Filed in the U.S. & EU; U.S. PDUFA April 28, 2022

¹U.S./EU market prevalence
NRA: Non-Risk Adjusted sales subject to positive registrational trials and health authority approval
Deucravacitinib: Selective Inhibitor of TYK2 with Potential Across Multiple Immune-Mediated Diseases — $4B+ Opportunity

Opportunity to Establish Deucravacitinib as Oral of Choice Therapy in PsO:
- Novel TYK2 inh. with biologic-like efficacy superior to existing oral standard of care (SoC)
- Favorable safety and tolerability profile

Opportunity to become oral of choice in mod-to-severe PsO

Broaden into Rheumatology, GI & beyond

Psoriasis (Moderate-to-Severe)

- 3M Pts

Lupus

+2M Pts

Psoriatic Arthritis

+1M Pts

IBD

~3M Pts

Mod- to- Severe (UC/CD)

+2M Pts

> $4B NRA sales in 2029

NRA: Non-Risk Adjusted sales subject to positive registrational trials and health authority approval
Epidemiology represents combined U.S./EU5 patient prevalence numbers

Bristol Myers Squibb

Filed in the U.S., EU & Japan; U.S. PDUFA September 10, 2022

Not for Product Promotional Use
Relatlimab+nivolumab: First in Class LAG-3 + PD-1 Inhibitor — $4B+ Opportunity

Opportunity for relatlimab + Opdivo to be 1st Fixed-dose Combination (FDC) Therapy of Novel LAG-3-blocking Antibody + Anti-PD1

- Near-term launch opportunity in 1L metastatic melanoma
  - Demonstrated statistically significant & clinically meaningful benefit over Opdivo monotherapy
- Broad expansion program has potential to extend durability of I-O franchise

Melanoma
- 1L: Relativity -047
- Adjuvant (Stage 3/4): CA 224-098
  rela+nivo vs nivo
NSCLC
- 1L: CA224 -104
  rela+nivo+chemo vs nivo+chemo

HCC
- 1L: CA224 -106
  rela+nivo+bev vs nivo+bev

CRC
- 2L: CA224 -123
  rela+nivo vs regorafenib

CR2L+: CA224 -123
  rela+nivo vs nivo

Ability to leverage ongoing data generation to inform future expansion opportunities

Filed in U.S. & EU; U.S. PDUFA March 19, 2022

NRA: Non-Risk Adjusted Sales subject to positive registrational trials and health authority approval

Not for Product Promotional Use
Multiple Growth Drivers — More than Offset LOEs

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Focused on Disease Areas with Large Commercial Potential

**GROWTH DRIVER #2**

**Significant Commercial Potential**

**50+ Early-Stage Assets**

**Cardiovascular**
- HF $3B+
- Thrombosis $19B+
- $20B+

**Hematology**
- AML $1B+
- CLL $6B+
- MDS $1B+
- NHL $11B+
- $40B+

**Immunology**
- Ank. Spond. $1B+
- UC $6B+
- Atopic Derm $4B+
- Psoriasis $20B+
- MM $20B+
- PsA $4B+
- Lupus $1B+
- Crohn’s $13B+
- RA $28B+
- $75B+

**Solid Tumor Oncology**
- Renal $7B+
- Liver $1B+
- Melanoma $7B+
- Ovarian $2B+
- CRC $7B+
- GI $1B+
- Prostate $10B+
- Breast $21B+
- H&N $2B+
- Lung $25B+
- $80B+

**7 Mid to Late-Stage Pipeline Assets**

- milvexian
- BCMA TCE
- iberdomide
- CC-92480
- cendakimab
- bempeg
- FRα ADC

Source: EvaluatePharma 2020 estimates
**Growth Driver #2**

**Milvexian: Significant Opportunity for Next Generation Anti-Thrombotic - $5B+ Opportunity**

### Capitalizing on the Opportunity

- **Substantial unmet need** persists in thrombotic diseases
- **Opportunity to improve outcomes** for patients on existing treatments
- **TKR Phase 2 data** demonstrate **differentiated anti-thrombotic profile**
- **SSP data** expected 1H 2022
- **Registrational program** planning in progress

### Potential Universe of Indications

**Milvexian $5B+ NRA sales**

- **Anti-platelets**
  - SSP
  - ACS
  - CAD/PAD

SSP = secondary stroke prevention; ACS = acute coronary syndrome; CAD = coronary artery disease; PAD = peripheral artery disease; VTE = venous thromboembolism (prevention and/or treatment-related indications); AFIB = atrial fibrillation

1 Represents indications with majority of usage

**Optionality for Ph3 program pending SSP Ph2 results**

NRA = Non-risk adjusted revenue potential, subject to positive registrational trials and health authority approval.
CELMoD Agents Have the Potential to Replace the Current Foundation of Care

**iберdomide vision**
Replace Revlimid as foundation of frontline multiple myeloma treatment

**CC-92480 vision**
Replace Pomalyst as foundation of treatment in relapsed refractory multiple myeloma (RRMM)

Continue to improve oral backbone treatment and leadership in multiple myeloma

CELMoD agents: more potent degraders of cereblon

- iберdomide
- CC-92480

Vision supported by 4L+ data most recently presented at ASH 2021
MORAb-202: A Novel Folate Receptor Alpha ADC

**Differentiated payload** (eribulin)

- Demonstrated single agent clinical activity across multiple tumor types

**Development plan**

- In partnership with Eisai
- Tumors of interest include ovarian, NSQ NSCLC, breast, endometrial
- High addressable population based on range of FR expression

**Next steps**

- Evaluating dose range to optimize therapeutic index

**Expansion cohort** is ongoing in FRα positive platinum-resistant ovarian cancer and non-small cell lung cancer (NSCLC)

**Interim analysis of Phase I study ongoing in Japan**

- ORR\(^3\): 46%
- DCR\(^4\): 82%

* (RECIST v1.1 \(^5\))

**Percentage of change from baseline (%)**

- Breast
- Endometrial
- NSCLC
- Ovarian
- Fallopian tube

Potential to further diversify solid tumor portfolio & extend leading position in Oncology
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Leading Drug Discovery Platforms Drive Our Deep Ph1 / Ph2 Pipeline

### Phase 1: 32 Assets

<table>
<thead>
<tr>
<th>Platform</th>
<th>Asset</th>
<th>Project</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>CD47xCD20</td>
<td>BCMA NEX T³</td>
<td>GPRC5D CAR T³</td>
<td>In development for solid tumors and hematology</td>
</tr>
<tr>
<td>CD33 NKE²</td>
<td>BCMA NKE³</td>
<td>CD19 NEX T³</td>
<td>BMS has an exclusive option to license and/or option to acquire</td>
</tr>
<tr>
<td>AR LDD²</td>
<td>Anti-TIM3</td>
<td>CD3xPSCA³ (GEM3PSCA)</td>
<td>IND/CTA approved</td>
</tr>
<tr>
<td>Anti-CTLA-4 NF PB</td>
<td>Anti-NKG2A²</td>
<td>TGFβ Inhibitor</td>
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</tr>
<tr>
<td>Anti-CCR8²</td>
<td>TIGIT Bispecific</td>
<td>IL-12 Fc (BMS-986415)</td>
<td>Anti-SIRPa²</td>
</tr>
<tr>
<td>Anti-CD40³</td>
<td>IL2-CD25³</td>
<td>STING Agonist</td>
<td>BET Inhibitor (CC-95251)</td>
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<tr>
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<td>Cardiac Myosin Inh. (MYK-224)</td>
<td>FXa Inhibitor</td>
<td>BET Inhibitor (BMS-986158)</td>
</tr>
<tr>
<td>ROMK Inhibitor</td>
<td></td>
<td></td>
<td><strong>BCMA ADC</strong></td>
</tr>
<tr>
<td>NME</td>
<td></td>
<td></td>
<td>A/I CELMoD (BCM) (CC-99282)</td>
</tr>
<tr>
<td>FAAH/MGLL Dual Inhibitor</td>
<td>Anti-Tau²,³ (PRX005)</td>
<td>BET Inhibitor (CC-990009)</td>
<td>Anti-CTLA-4 NF</td>
</tr>
<tr>
<td>eIF2B Activator³</td>
<td>BTK Inhibitor³</td>
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<td>Anti-CTLA-4 PB</td>
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### Phase 1b/2: 27 Assets

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</tr>
</tbody>
</table>

### POC / Initiation of Registrational Development

- **Opportunity for >20 POC decisions next three years**

Legend:
- Hematology
- Oncology
- Immunology
- CV
- Fibrosis
- Neuroscience

1 In development for solid tumors and hematology
2 BMS has an exclusive option to license and/or option to acquire
3 IND/CTA approved

Not for Product Promotional Use
**GROWTH DRIVER #3**

Internal R&D Strengths are Amplified Through Extensive Network of External Partnerships

- **Active Collaborations**: >85
- **Licenses Optioned 2021**: 12
- **INDs Filed 2021**: 4

**Mechanisms of Cancer Resistance**
- Tumor Micro-Environment
- Immuno-Oncology & Cell Therapy
- Oncogenesis
- Discovery Biotherapeutics
- Small Molecule Drug Discovery
- Neuroscience
- Inflammation, CV & Fibrosis
- Informatics & Predictive Sciences
- Cross-Therapeutic

**Bristol Myers Squibb**

- **EXEMPLAR**
- **MMAPCT**
- **BIOVIV**
- **VIVID**
- **TEMPUS**
- **CDR**
- **MMPACT**

Not for Product Promotional Use
Multiple Growth Drivers — More than Offset LOEs

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   - $25B+
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   - milvexian
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   - cendakimab
   - FRα ADC

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   - 50+
   - assets

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   - free cash flow*
   - 2022-2024

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## GROWTH DRIVER #4

**Strong Cash Flow Provides for Significant Financial Flexibility**

### $45B - $50B

in free cash flow* 2022-2024

**Disciplined Capital Allocation**

<table>
<thead>
<tr>
<th>Prioritizing Business Development</th>
<th>Strengthening the Balance Sheet</th>
<th>Returning Cash to Shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to execute small &amp; mid-sized bolt-on opportunities</td>
<td>• Continued debt reduction; ~$12B in maturities from 2022-2024</td>
<td>• Continued dividend growth**</td>
</tr>
<tr>
<td>• Replenish and diversify portfolio</td>
<td>• Maintain strong investment-grade credit rating</td>
<td>– 13th consecutive dividend increase announced Dec ’21</td>
</tr>
</tbody>
</table>

---

* Non-GAAP: There is no reliable or reasonable estimable comparable GAAP metric for this non-GAAP forward-looking information

** Future dividend payouts subject to board authorization

**13th consecutive dividend increase announced Dec ’21

**Opportunistic share repurchase

• $15B authorized share repurchase program

• $5B ASR agreement to be executed Q1’22
Business Development Remains a Top Priority to Complement the Portfolio for Long-Term Growth

<table>
<thead>
<tr>
<th>Deals over the last 18 months</th>
<th>A further diversified pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>MYOKARDIA</td>
<td>Oncology</td>
</tr>
<tr>
<td>Dragonfly</td>
<td>Hematology</td>
</tr>
<tr>
<td>FORBIUS</td>
<td>Immunology</td>
</tr>
<tr>
<td>tem</td>
<td>Cardiovascular</td>
</tr>
<tr>
<td>CENTURY THERAPEUTICS</td>
<td>Neurology</td>
</tr>
<tr>
<td>REPAIR THERAPEUTICS</td>
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</tr>
<tr>
<td>agenus</td>
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<td>SCHRÖDINGER</td>
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</tr>
<tr>
<td>Exscientia</td>
<td></td>
</tr>
<tr>
<td>ArsenalBio</td>
<td></td>
</tr>
</tbody>
</table>

Will continue to execute BD in leading scientific areas of high unmet medical need with financial discipline.
Expect growth through the decade

Powerful drivers underpin our growth

Continuing strong execution
## Delivered on Our 2021 Commitments

### 2021 Key Milestones

<table>
<thead>
<tr>
<th>Category</th>
<th>Milestones</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Opdivo (+/- Yervoy)** | U.S./EU expected approvals:  
- 1L RCC (9ER)  
- 1L GC (649, O+Chemo)  
- adj Eso (577)  
- adj MIBC (274) | Abecma 4L+ MM U.S. 3  
4L+ MM EU approval |
|                     | 1L Esophageal (CM-648)                                                     | Iberdomide + dex 4L+ MM Ph 1b/2a |
|                     | Opdivo return to annual growth                                              | Deucravacitinib  
PsO (2nd study) Ph3  
U.S. filing |
| **Relatlimab**      | 1L Melanoma w/Opdivo Ph3                                                   | Zeposia  
UC U.S.  
EU approval |
|                     | 3L+ LBCL U.S.  
3L+ LBCL EU approval¹ | Cendakimab  
Initiation of Ph3 |
|                     | 2L TE LBCL  
2L TNE LBCL                                                             | Factor Xla inh.  
Total Knee Replacement VTEp Ph2 (POC) |
|                     | 3L+ CLL²                                                                  | Mavacamten  
oHCM U.S. filing  
oHCM approval 4 |

Milestones represent data read-outs unless otherwise specified  
To be expanded to include regulatory milestones pending future registrational successes

¹ Expected in 2022  
² Expected in 2023  
³ Approved after 4 prior lines of therapy  
⁴ PDUFA April 28, 2022
## 2022 Key Milestones

<table>
<thead>
<tr>
<th>Product</th>
<th>Milestones</th>
</tr>
</thead>
</table>
| **Opdivo (+/- Yervoy)** | U.S./EU expected approvals:  
1L ESCC (CM-648)  
Neo-adj lung EFS (CM-816) (U.S.) |
| **relatlimab + Opdivo FDC** |  
1L melanoma U.S. approval  
Initiation 2L+ CRC Ph3 |
| **bempeg** |  
1L melanoma  
1L renal  
1L bladder |
| **Breyanzi** |  
2L LBCL U.S. approval  
3L+ LBCL EU approval |
| **Abecma** |  
2L+ MM (KarMMa-2) Ph2 (POC) |
| **Iberdomide** |  
Initiation 2L+ MM Ph3 (EXCALIBER) |
| **CC-92480** |  
4L+ MM Ph1/2 |

## deucravacitinib

- PsO U.S. approval
- SLE Ph2 (POC)

## cendakimab

- AD Ph2 (POC)

## mavacatmten

- oHCM U.S. approval
- SRT (VALOR) Ph3
- Initiation nHCM Ph3

## milvexian

- SSP Ph2 (POC)

## 2023/2024 Key Milestones

<table>
<thead>
<tr>
<th>Product</th>
<th>Milestones</th>
</tr>
</thead>
</table>
| **Opdivo (+/- Yervoy)** | Metastatic:  
1L CRPC (CM-7DX)  
1L HCC (CM-9DW) |
| **relatlimab + Opdivo FDC** | Early Stage:  
Adj. HCC (CM-9DX)  
Adj. RCC (CM-914)  
Peri-adj Lung (CM-77T)  
Peri-adj MIBC (CM-078)  
Adj. NSCLC (ANVIL, co-op group) |
| **bempeg** |  
Neo-adj. cis-ineligible MIBC |
| **Breyanzi** |  
3L+ FL  
3L+ CLL |
| **Abecma** |  
3L+ MM (KarMMa-3) Ph3 |
| **CC-93269 BCMA TCE** |  
Initiation of pivotal trial |

## deucravacitinib

- PsO EU approval
- PsA Ph3
- CD & DLE Ph2 (POC)
- UC (IM011-127) Ph2 (POC)

## cendakimab

- EoE Ph3

## mavacatmten

- HfPef Ph2 EMBARK (POC)

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*Milestones represent data read-outs unless otherwise specified.
To be expanded to include regulatory milestones pending future registrational successes.*
Critical 2022 & 2023 Deliverables to Unlock Value of New Product Portfolio

Establish broad access for Zeposia in UC

Enable expansion for Reblozyl through successful 1L MDS COMMANDS trial

Build industry-leading cell therapy franchise, anchored on Breyanzi

Deliver successful launch of mavacamten over the next year

Establish deucravacitinib as oral of choice in moderate to severe Psoriasis
2022 Revenue Growth of Continuing Business Offsets Decline of Key LOE Brands, Coupled with Strong Earnings Growth

<table>
<thead>
<tr>
<th>2022 Net Sales Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Company Sales</td>
</tr>
<tr>
<td>Key LOE Brands</td>
</tr>
<tr>
<td>Continuing Business</td>
</tr>
</tbody>
</table>

Continued growth of in-line business

New Product portfolio growth

Operational Execution & Disciplined OpEx Management

2022 Diluted Non-GAAP EPS of ~$7.65 - $7.95*

2022 Key LOE Brands = Revlimid & Abraxane; Revlimid sales are expected to be $9.5B - $10B

* Non-GAAP EPS guidance assumes constant exchange rates. The Company intends to provide additional 2022 financial guidance during its 2021 fourth quarter earnings conference call on February 4, 2022.
IN SUMMARY

Strong Replacement Power Drives Growth Through the Decade

- **Continuing Business Growth**
  - Significant growth potential of Continuing Business through Key LOEs

- **Launches**
  - 9 new product launches - 4 medicines with $4B+ non-risk adjusted sales potential*

- **Advancing pipeline**
  - Rapidly advancing pipeline with 7 mid-stage programs and over 20 POC decisions in the next 3 years

- **Optionality**
  - Financial strength for continued investment in Business Development

*Non-risk adjusted revenue potential, subject to positive registrational trials and health authority approval
Transforming patients’ lives through science™

Bristol Myers Squibb™