



Bold Science, Promise for Patients

2019
Corporate
Responsibility
Report

Betty Merker was diagnosed
with multiple myeloma

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To our stakeholders:

At Celgene, our mission is to discover, develop and deliver innovative medicines that improve and extend patients' lives worldwide. We boldly pursue science and clinical development to serve patients with serious diseases today, and for generations of tomorrow. That's why we are intent on carrying this passion forward and building an even better future through our expected combination with Bristol-Myers Squibb.

One way we're striving to accomplish this is by adding five new medicines to our portfolio of innovative therapies. In addition to the recent FDA approval of INREBIC® (federatinib), we expect to advance four more investigational therapies toward regulatory approval by the end of 2020: luspatercept, ozanimod, liso-cel (JCAR017) and ide-cel (bb2121). These medicines, and many more in our early- and mid-stage pipeline, represent the potential of our industry-leading investments in research and our commitment to discovering and developing new medicines for patients with serious unmet medical needs. And, because access to treatment is a vital part of our mission, we constantly work toward making these investigational therapies available to all patients who might benefit from them.

In the United States, our patient assistance programs supported over 20,000 patients across our eight approved medicines in 2018. Over the past three years, these assistance programs have also provided eligible patients with approximately \$2 billion of free Celgene medications, and approximately 140,000 patients with commercial insurance have received co-pay support resulting in over \$300 million in savings.

Celgene has continued its commitment to help address patient needs in low- and middle-income countries. As a member of Access Accelerated, we are partnering with more than

20 biopharmaceutical companies developing solutions to enhance access to treatment for non-communicable diseases, including cancer. Our work continues with the Academic Model Providing Access to Healthcare (AMPATH), in partnership with the government of Kenya to strengthen healthcare capacity building, including education, training, and multiple myeloma care. We are also expanding the reach and impact of the Celgene Cancer Care Links™ program, recently awarding a second round of grants to bolster healthcare capacity in resource-constrained countries.

Our employees make all this possible, and we work hard to provide them with an excellent work environment to advance our mission for the patients we serve. That is why we are so proud that Celgene was recently recognized by *Forbes* as one of the World's Best Employers, ranking 9th out of the 2,000 largest companies worldwide. We have also been designated a Best Place to Work for LGBTQ Equality by the Human Rights Campaign Foundation. Celgene's perfect score of 100 reflects our enhanced diversity and inclusion-focused initiatives, such as launching the Celgene Pride Alliance employee resource group for LGBTQ colleagues and allies, and actively engaging with the LGBTQ community.

In 2019, it was gratifying to be confirmed as a constituent of FTSE4Good for the third straight year. This index measures the performance of companies demonstrating strong Environmental, Social and Governance practices. We also continue to be a member of the EPA's Green Power Partnership, in recognition for our commitment to using renewable sources of energy.

During the year, our efforts in sustainability for our sites and buildings were recognized by third

Message from the Chairman and Chief Executive Officer

parties. For example, we received the International Society for Pharmaceutical Engineering's Facility of the Year Award for Sustainability for our small molecule manufacturing facility in Couvet, Switzerland.

Finally, because we believe it's vital to establish and promote responsible practices across biopharmaceutical company supply chains, we continue to work with the Pharmaceutical Supply Chain Initiative, a group of major healthcare companies, to define, implement, and champion responsible supply chain practices.

Putting patients first. Those three words define us and drive everything we do. They are why we work to discover, develop and deliver medicines that can improve and extend the lives of patients worldwide.



A handwritten signature in black ink, appearing to read "Mark J. Alles".

Mark J. Alles
Chairman and
Chief Executive Officer

Reporting Period Highlights

Continued support for AMPATH

a multi-institution partnership working with the Kenyan Ministry of Health to deliver quality healthcare. This includes multiple myeloma care, pharmacovigilance, training, patient education and pharmacy residency programs.

Expanded Celgene Cancer Care Links™

a grant program to support cancer healthcare in resource-constrained countries. In 2018 and 2019, Celgene selected 20 programs for funding and provided more than \$2 million to expand essential cancer care services in countries in Africa, Asia and Latin America.

Designated a Best Place to Work for LGBTQ Equality

Received a perfect score of 100 by the Human Rights Campaign Foundation.

Included in Forbes' Top 10

of the World's Best Employers 2018, ranking 9th among the 2,000 largest companies worldwide.

Partnered with Access Accelerated®

a partnership of more than 20 biopharmaceutical companies, including Celgene, developing solutions to improve access to treatment and care for non-communicable diseases—such as cancer—in low- and middle-income countries.

Named #1 Biopharma Partner

for the Leukemia and Lymphoma Society Light The Night campaign corporate and employee fundraising.

All manufacturing sites in Switzerland are 100% supplied with renewable electricity

as of January 1, 2019.

Listed on the FTSE4Good Index

a series of ethical investment stock market indices that include a range of corporate social responsibility criteria, for the third consecutive year.

Received the International Society for Pharmaceutical Engineering 2019 Facility of the Year Award for Sustainability

for our Couvet manufacturing facility in Switzerland.

Celgene at a Glance

8,700+
employees globally

as of December 31, 2018

~\$15B
in total revenue in 2018*

225
clinical trials currently
being sponsored by
Celgene

1986
Founded in 1986 and
headquartered in
Summit, New Jersey

~39%
is the average percentage
of Celgene's revenue
reinvested in research
and development over the
past five years*

47
unique compounds being
examined in clinical trials

88+
Serving patients in over
88 countries

47,640
patients enrolled in
Celgene-sponsored
clinical trials

750,000+
patients prescribed
Celgene products in 2018

360,000+
patients who have
received support and
education from Celgene
to date

250
partnerships with patient
groups around the world

\$2 billion
of free medication
provided to patients,
through the Celgene
Patient Assistance
Program, from
2016–2018

About Our Company

Celgene Corporation, together with its subsidiaries (collectively “we,” “our,” “us,” “Celgene” or the “company”), is an integrated global biopharmaceutical company engaged primarily in the discovery, development and commercialization of innovative therapies for the treatment of cancer and inflammatory diseases through next-generation solutions in protein homeostasis, immuno-oncology, epigenetics, immunology and neuro-inflammation.

Celgene’s long-term commitment to discovering, developing and delivering new classes of therapies is evident in our deep and diverse pipeline of novel compounds. The breadth and depth of our pipeline fuels our ability to further develop innovative new therapies designed to alter the course of disease and improve patient outcomes.

Therapeutic Areas

Celgene is committed to helping patients who suffer from a wide range of debilitating and life-threatening diseases. Our focus is on solid tumor cancers, blood cancers and disorders, including immunomodulation. Hematology and oncology are core areas of expertise and we are continuing to expand in these areas (e.g., CAR T) and into additional areas of significant medical need such as inflammatory and immunologic diseases, including multiple sclerosis.

Portfolio of products in areas of unmet medical needs.



Abraxane®
for Injectable Suspension
(paclitaxel protein-bound particles for injectable suspension)
(albumin-bound)



*Proposed for divestiture to another company as part of proposed merger with Bristol-Myers Squibb.

Corporate Responsibility at Celgene

We apply forward-looking practices, strong values, ethics and integrity to every aspect of our work. At the very core of our values and our business is bold science that benefits patients, who are the focus of every employee, regardless of his or her role at Celgene. Our growing portfolio of innovative therapies and our commitment to cutting-edge medical research enable us to help more and more patients around the world.

Corporate responsibility is tied to our purpose, our values and our behaviors, and supports ethical and responsible business. Our corporate responsibility approach provides positive opportunities for patients, our partners, our employees and the environment. We engage in collaborations that support the work of relevant medical and academic institutions of excellence, government agencies and regulators, patient advocacy groups and nongovernmental organizations, as well as investors and other biopharmaceutical companies. Beyond the development of new therapies, we focus on patient access to treatment and support groups for patients and their families.

Celgene's values are founded on the belief that by looking at the world around us with fresh curiosity, we can intensify our discovery efforts to develop new solutions for patients. We believe that how we work helps create the value that we strive to bring to patients—now and in the future.

Corporate responsibility at Celgene is constantly evolving to drive strong engagement and consistent improvement. In 2018, our progress gained recognition from external stakeholders, inspiring us to go even further. This report describes a few of the many projects underway to further help patients, engage employees, manage our environmental footprint and provide strong governance and transparency.

We approach corporate responsibility around the following central dimensions:

Patients First:

We deliver the value of innovative medicines to patients around the world and have the ambitious goal of finding cures for patients with significant unmet medical needs.

Environment:

We manage our environmental footprint to promote a healthy planet.

Business with Integrity:

We foster a culture of excellence and integrity that governs all we do, from enabling new discoveries to ensuring that patients have access to them.

Employees and Communities:

We nurture the commitment and passion of our people while contributing to and partnering with the communities where we work and live.

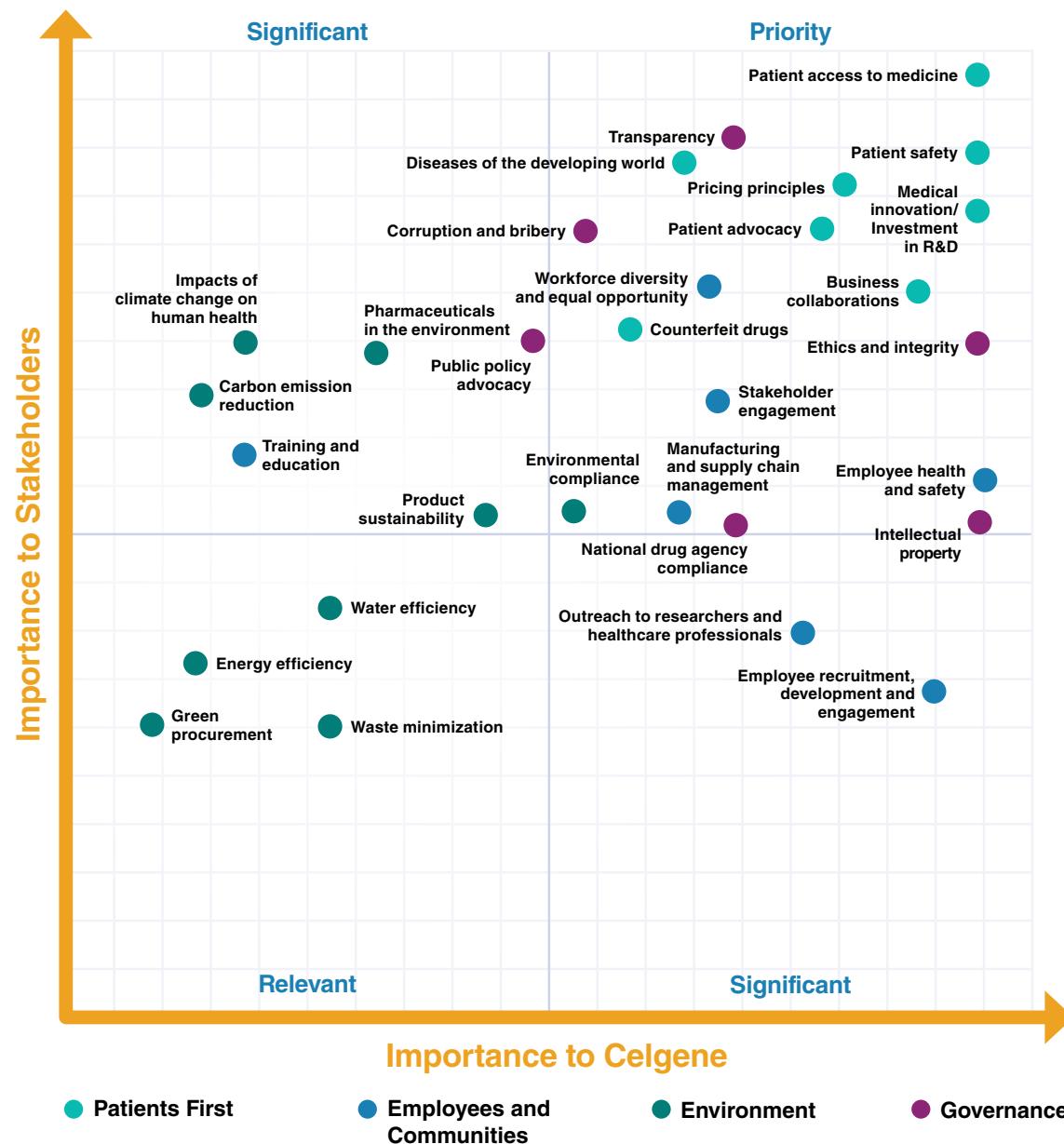
Materiality*

We assess our corporate responsibility work and practices in terms of issues and topics that are material to Celgene's current operations, those that are potentially material in the near future, including those that are not directly controlled, such as activities within our supply chains. Items and aspects deemed material have a financial, social or environmental impact on our day-to-day operations. We present our strategies related to business governance, environmental stewardship, community involvement, employee relations, and other material aspects throughout this report to show the breadth and depth of our corporate responsibility work.

* In this report, we use the terms "material" and "materiality" to refer to topics that reflect Celgene's meaningful economic, environmental and social impacts or that influence the assessments and decisions of stakeholders, or what the Global Reporting Initiative Guidelines define as "Material Aspects." We are not using these terms as defined by the securities laws or any other laws of the U.S., nor are we using them as they are used in the context of financial statements and financial reporting.

Materiality Matrix

All topics below have been deemed material by Celgene and stakeholders and are graphed according to their significance and priority to both groups. We assess all topics regardless of their position on the matrix.



United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a set of 17 global goals created by the United Nations through a process involving its 193 member states along with nongovernmental organizations and the private sector. The goals, which were launched in 2015, include a broad range of sustainable development issues, including poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests.

At Celgene, we recognize the importance of contributions from the private sector in reaching the SDGs and are strongly committed to supporting them. Celgene's people, expertise, collaborations and financial resources help advance the SDGs with a particular emphasis on ensuring healthy lives and promoting well-being (Goal 3).

SDGs most relevant to Celgene operations and corporate responsibility areas of focus:



3 GOOD HEALTH AND WELL-BEING

Ensure healthy lives and promote well-being for all at all ages



5 GENDER EQUALITY

Achieve gender equality and empower all women and girls



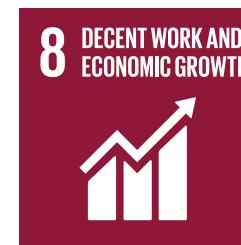
6 CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all



7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all



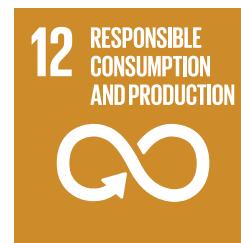
8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns



13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

For a view of how Celgene's activities contribute to the SDGs, see our Global Reporting Initiative Index starting on page 26

Patients First

We demonstrate our commitment to improve the lives of patients worldwide by dedicating ourselves to change the course of human health through bold pursuits in science and a promise to always put patients first. We believe that a commitment to medical progress must go hand-in-hand with a corresponding mission to help ensure that patients who can benefit from our discoveries have the opportunity to do so.



Teresa Tomaino was diagnosed with beta-thalassemia

Patient Safety

Hundreds of thousands of patients rely on Celgene to provide access to its innovative therapies while at the same time committing to robust risk management. One way this is evidenced is by our unique risk management programs. The commitment to patient safety starts with proactive engagement with regulatory bodies such as the U.S. Food and Drug Administration and the European Medicines Agency to ensure that labeling and associated materials reflect the proper risk information for our products. We also take deliberate, sustained and proactive steps to strictly ensure the quality and safety of our treatments. These steps include establishing strict engineering and environmental controls for manufacturing all active pharmaceutical ingredients, intermediates and drug products to ensure the highest form of environmental controls for all of our products across our supply chain.

Celgene Patient Support®

Through this U.S.-based program, we help patients access the Celgene Hematology or Oncology medication their physicians have prescribed. Celgene Patient Support® Specialists have experience supporting patients, with many having worked as nurses, pharmacists, social workers, and other healthcare roles. Each Specialist belongs to a team of professionals committed to the single mission of helping patients access their prescribed Celgene medications.

Otezla® SupportPlus™

OTEZLA SupportPlus is a program for people taking OTEZLA (apremilast), as well as those looking for more information on treatment. This program is designed to support patients throughout their journey.

Patient Advocacy

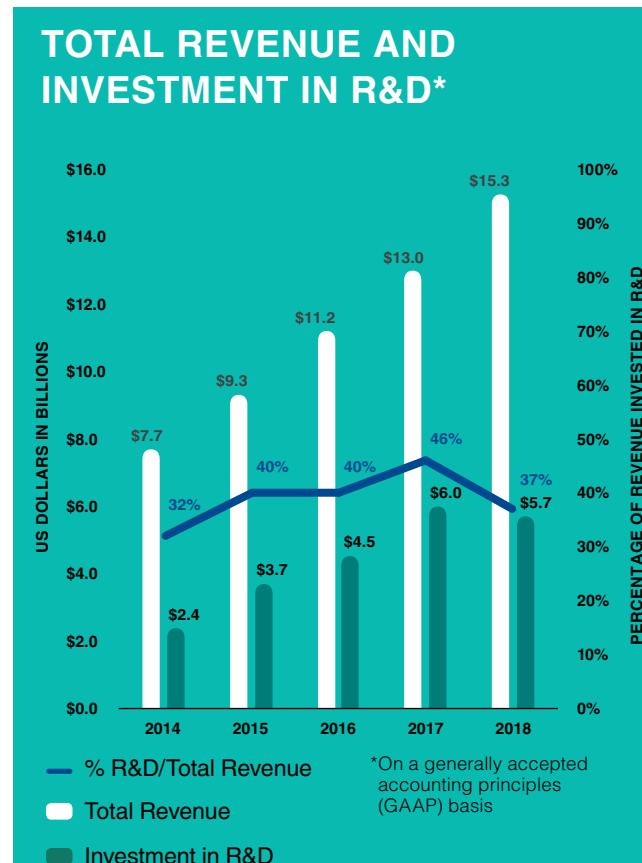
Celgene works with more than 250 patient groups around the world who are deeply dedicated to supporting and advocating on behalf of patients and their families.

Research & Development

We are deeply committed to research and development and take our role in the healthcare ecosystem very seriously, continuously striving to be a leader in medical innovation and pursuing transformational science that may translate into life-enhancing medicines.

To the right is a five-year summary of Celgene's growth in total revenue and in percentage of total revenue reinvested in R&D.

Over the past three years,
~140,000+
patients with commercial
insurance have received
co-pay support from
Celgene, resulting in
~\$300M
in savings

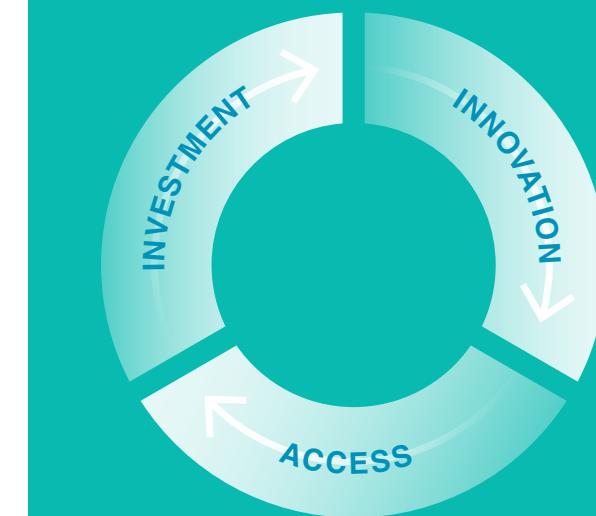


Celgene has the highest R&D intensity (defined as the ratio of R&D spending to net sales) among biopharmaceutical companies and ranks number three globally among companies in all industrial sectors, according to the European Commission.

Hernández H, Grassano N, Tübke A, Potters L, Gkotsis P, Vezzani A. The 2018 EU industrial R&D investment scoreboard. European Commission – Joint Research Centre. 2018. doi:10.2760/131813.

VIRTUOUS CYCLE OF MEDICAL INNOVATION

Access to and reimbursement for innovative therapies today make possible the investment in research and development that leads to future medical advances.



INVESTMENT

Celgene has invested on average ~39% of its revenue in research and development during the past five years.

INNOVATION

Continuous investment of time and resources by biopharmaceutical companies such as Celgene leads to new medical breakthroughs.

ACCESS

Access to and reimbursement for innovative therapies fund investment in future medical advances.

Global Health

Our commitment to changing the course of human health includes both those people living in developed nations and those living in developing parts of the world.

Access Accelerated

Celgene plays an active role in a partnership of more than 20 biopharmaceutical companies developing innovative and sustainable solutions to improve access to treatment and care for non-communicable diseases (NCDs)—such as cancer—in low- and middle-income countries. NCDs have emerged as a significant public health threat, accounting for 40 million deaths a year and 70 percent of all deaths globally.

Access Accelerated's vision is a future where no one dies prematurely from treatable, preventable diseases and where all people living with, or at risk of, NCDs have access to appropriate, quality, and affordable prevention, treatment and care.

Recent highlights include:

- Registered 62 programs operating in 88 countries
- Programs were geographically clustered in sub-Saharan Africa and Southeast Asia
- Two-thirds of programs addressed cancer



– Two of Celgene's key programs highlighted in Access Accelerated are the AMPATH Oncology Partnership and Celgene Cancer Care Links™

To learn more about Access Accelerated and its outcomes, visit www.accessaccelerated.org.

AMPATH

We believe that an important step toward achieving global healthcare goals is to strengthen local health systems by equipping local institutions with skilled health workers and critical resources.

To do this, Celgene has partnered since 2011 with the Indiana University School of Medicine, Moi University Teaching and Referral Hospital (MTRH) in Eldoret, Kenya, and a consortium of academic health centers collectively called the Academic Model Providing Access to Healthcare (AMPATH).

Through our continued support, MTRH has been established as a Center for Clinical Pharmacy Excellence. This is the first institution in Kenya to make a firm, demonstrable commitment to advancing patient outcomes through a more clinically focused pharmacy practice.

Celgene's support has also contributed to the Peer Educator Program for Chronic Disease and established the only multiple myeloma comprehensive patient care program in Kenya. Additionally, we have helped expand services through the AMPATH Oncology Institute, which receives nearly 20,000 patient visits yearly, treats 8,000 patients and screens up to 30,000 women for breast and cervical cancers annually. It has already screened 120,000 women for these two cancers.

Celgene Cancer Care Links

Celgene Cancer Care Links™ is a grant program that supports cancer healthcare-capacity building in resource-constrained countries around the world. Initiatives include oncology training programs; cancer prevention, detection and treatment; nursing training programs and services; pharmacy training programs; general medical support program; and awareness and education.

In 2018 and again in 2019, Celgene selected ten new programs each year for funding and provided \$1 million per year to expand essential cancer care services, for a total of 20 programs and \$2 million in funding. Programs were selected to be funded in 15 countries, including:

Botswana: University of Pennsylvania and their partner Princess Marina Hospital in Botswana seek to optimize adherence to standard therapy delivery in non-metastatic breast cancer patients, thereby facilitating accurate dosing and timely treatment of breast cancer patients.

Guatemala: Dana-Farber Cancer Institute and their partner La Nacional Contra El Cáncer (INCAN) in Guatemala aim to develop and implement an inexpensive, gene expression-based diagnostic tool for lymphomas at INCAN that can be extended to other regions and other cancer types as well.

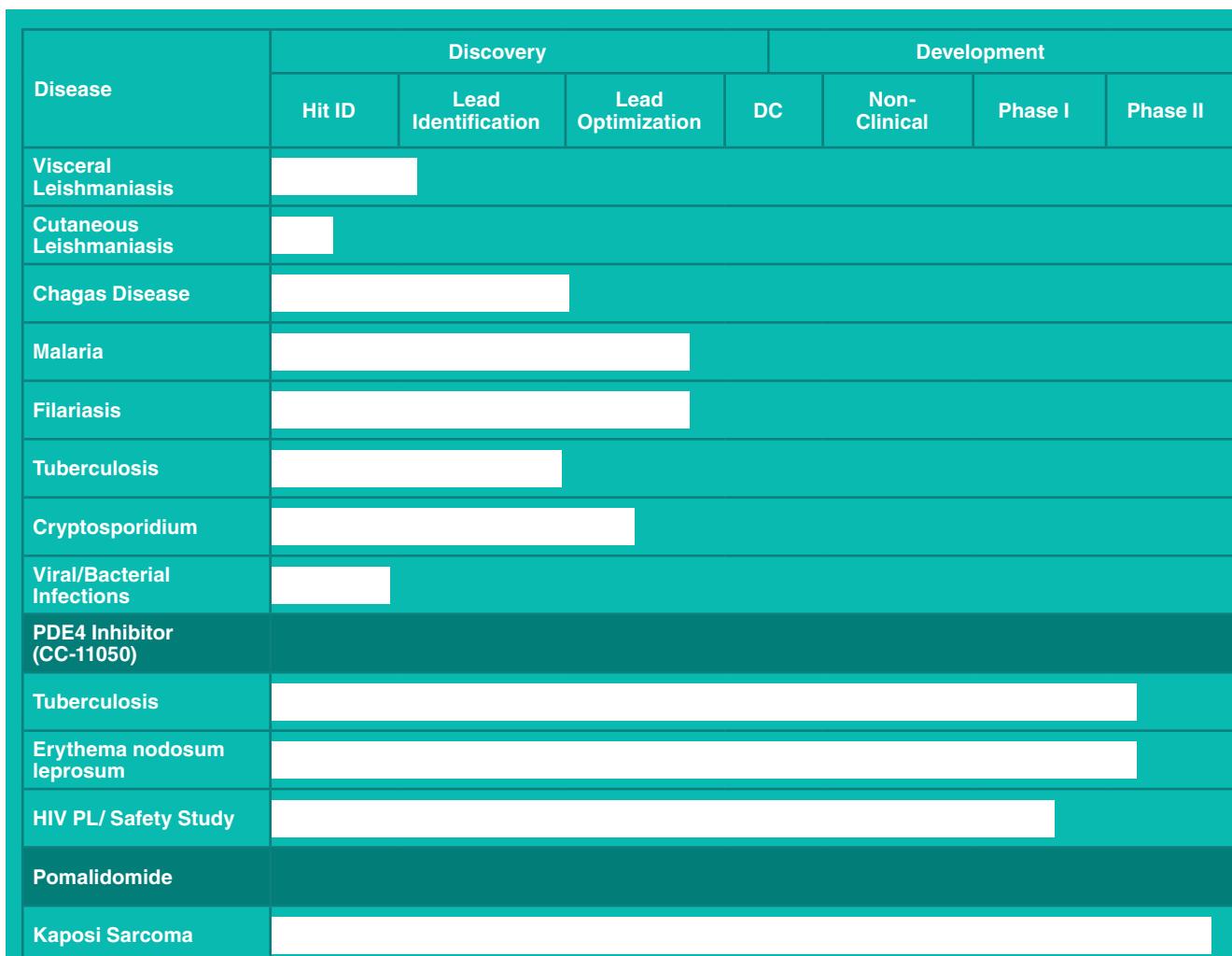
Ghana: World Child Cancer UK and their partner Korle Bu Teaching Hospital in Ghana aim to improve diagnosis and treatment of cancer in children, adolescents and young adults in Ghana through the development of immunohistochemistry and immunophenotyping techniques and training of regional healthcare workers.

R&D for Diseases of the Developing World

Celgene began as a company with a drug to treat a form of leprosy, a disease that is limited now to the poorest parts of the world. In 2009, we established Celgene Global Health (CGH), a

dedicated R&D unit committed to discovering, developing and delivering novel drugs for Diseases of the Developing World (DDW). We have more than 400,000 compounds in our library across multiple platforms that have potential applications to treat neglected DDW.

CELGENE GLOBAL HEALTH PIPELINE



Employees and Communities

Putting patients first is made possible by the commitment of Celgene's more than 8,700 employees. From Celgene scientists to Celgene Patient Support Specialists, our employees are dedicated to pursuing our purpose every day and are focused on the single mission of discovering, developing and delivering innovative therapies to patients for the treatment of cancer, immune-inflammatory and other medical needs.



Employees

Celgene employees are united by their commitment to discover, develop and market innovative therapies that make a measurable difference in the lives of patients.

Employee Safety

Celgene is dedicated to providing a safe, healthy and environmentally responsible workplace for employees, contractors and visitors. This dedication begins with our commitment to establish a best-in-class Environmental Health and Safety (EHS) Management System. This system establishes the framework for extending our "Passion for the Patient" creed to our workforce and the environment.

Diversity and Inclusion

At Celgene, we respect and value all diversity of human identity and expression. To achieve our fullest potential, we expect everyone to embrace diversity, promote inclusion, and champion the free exchange of ideas. It is our responsibility to continually foster a culture of acceptance and respect where every employee's voice is heard and matters, and each individual has equal opportunity to drive our growth and innovation.

Our efforts to enhance diversity and inclusion have paid off as Celgene was recognized as a Best Place to Work for LGBTQ Equality with a perfect score of 100 for 2019. The Corporate Equality Index (CEI) is a national benchmarking tool on corporate policies and practices relating to lesbian, gay, bisexual, transgender and queer (LGBTQ) employees. Administered by the Human Rights Campaign Foundation, an annual CEI survey is

sent to hundreds of global companies to evaluate an array of LGBTQ-related policies and practices. Our range of inclusive benefits, workforce protections and the ongoing support and leadership of employee resource groups—such as our Celgene Pride Alliance—all contributed to this perfect score on the index.

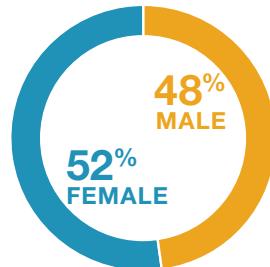


Employee Benefits

Befitting our most important resource, Celgene employees enjoy a high level of benefits. We've recently enhanced our benefits package to include flexible work arrangements, increased paid parental leave (including a policy for new parents to work part-time when transitioning back to work), paid caregiver leave, backup child/elder care, and several maternity support programs.

More detail about our employee benefits can be found in our Global Reporting Initiative Index, on pages 37–39 of this report.

WORKFORCE BY GENDER



GLOBAL SAFETY METRICS

	2016	2017	2018	Industry Rate
Injury and illness rate	0.44	0.35	0.44	1.00
Lost day case rate	0.15	0.10	0.11	0.30
Occupational disease rate	0.00	0.00	0.00	N/A
Fatalities	0.00	0.00	0.00	N/A

WORKFORCE STATISTICS

	2016	2017	2018	
WORKFORCE	7,297	7,656	8,735	
GENDER	Male	3,387	3,611	4,151
	Female	3,910	4,045	4,584
REGION	Americas	4,274	4,566	5,831
	Europe	2,393	2,507	2,336
	Asia	330	194	152
	Japan	300	389	416
TYPE	Full-Time	7,132	7,496	8,591
	Part-Time	165	160	144
Hires	1,143	1,364	2,399	
	Americas	527	771	2,030
	Europe	411	436	290
	Asia	116	45	15
	Japan	89	112	64
Turnovers	997	997	1,096	
	Americas	556	480	739
	Europe	318	313	293
	Asia	100	182	37
	Japan	23	22	27

Communities

The communities where we work and live are extensions of Celgene itself. We're committed to creating a positive impact in each one and proud that our people devote countless hours to volunteering in support of activities and events in their communities. Celgene offices in the U.S. and around the world also support relevant causes locally, nationally and internationally.

Celgene Community Initiatives

Celgene supports numerous signature events each year and provides corporate matching of employee contributions for certain fundraising events.

Light The Night® Walk supports the Leukemia & Lymphoma Society (LLS) and its research to find blood cancer cures through this fundraising campaign. In 2018, 1,188 people walked on 68 Celgene teams during the event, raising \$713,507 (including Celgene matching funds). Celgene was designated the number one biopharma partner for Light The Night.

PurpleStride, known as The Walk To End Pancreatic Cancer, is a signature event of the Pancreatic Cancer Action Network (PanCAN). This nationwide network of people is focused on advancing research, supporting patients, and creating hope for those affected by pancreatic cancer. Celgene was the first National Presenting Sponsor of the PurpleStride events in 2018 and is PanCAN's largest corporate contributor.

Team NPF Cycle was launched by the National Psoriasis Foundation (NPF) to raise money to provide the services that people with psoriatic disease need to live well, all while funding research for a cure. In 2019, 31 Celgene team members came together for fun and philanthropy to support NPF and patients with psoriatic disease. Celgene was named #1 Fundraiser and NPF Cure Champion.



Team NPF Cycle



Celgene employees participating in the Light The Night® Walk



The PurpleStride fundraising walk for the Pancreatic Cancer Action Network



Promoting STEM Education

Celgene supports a number of science, technology, engineering and math (STEM) education programs including:

- The Sol J. Barer Scholarship in Life Sciences, which helps students recognized as superior academic performers who are preparing for careers in the life sciences industries
- Change the Equation, a collaboration between education and business that aims to ensure that all students are literate in STEM
- Students 2 Science (S2S), a model New Jersey program whose mission is to inspire, motivate and educate elementary, middle and high school students to pursue careers in STEM subjects

Corporate Giving

Celgene focuses charitable and philanthropic support on health and social service programs, science education and local community support. Celgene engages in strategic corporate giving and contributions, which may be made in response to a funding request or proactively at our discretion. We support roughly 100 non-profit organizations through Celgene's philanthropic efforts.

Environment

Celgene is committed to the health of our planet through environmental stewardship and resource conservation efforts. We recognize that our actions have the potential to affect people, communities and the environment now and well into the future. We strive to be a positive force to help shape a sustainable future for the generations to come.

2020 Environmental Goals

Given our respect for the environment, we recognize that it's critical to grow responsibly and with the goal of long-term sustainability. We employ sound decision-making that reflects our values, and work to mitigate our impact on the environment.

To advance Celgene's commitment to long-term sustainability, we seek opportunities to minimize our carbon footprint, reduce waste, implement water and energy conservation practices, and meet or exceed performance requirements for environmental regulatory compliance in all facilities.

In 2016, Celgene's Corporate Responsibility and Sustainability Committee identified four actionable and measurable environmental goals that are of significance to Celgene and for which we set our 2020 targets: greenhouse gas emissions, renewable electricity, water withdrawal and solid waste generation. The targets for 2020 are shown below, using 2015 as a baseline.

We are pleased to report that we have already achieved one of these goals ahead of schedule for both current and legacy (i.e., 2015) operations (purchasing of renewable electricity) and one for legacy operations only (solid waste generation).

CELGENE'S 2020 ENVIRONMENTAL TARGETS*

Reduce direct and indirect greenhouse gas emissions from our facilities and emissions from purchased electricity by 20%

Increase purchasing of electricity derived from certified renewable energy sources by 15%

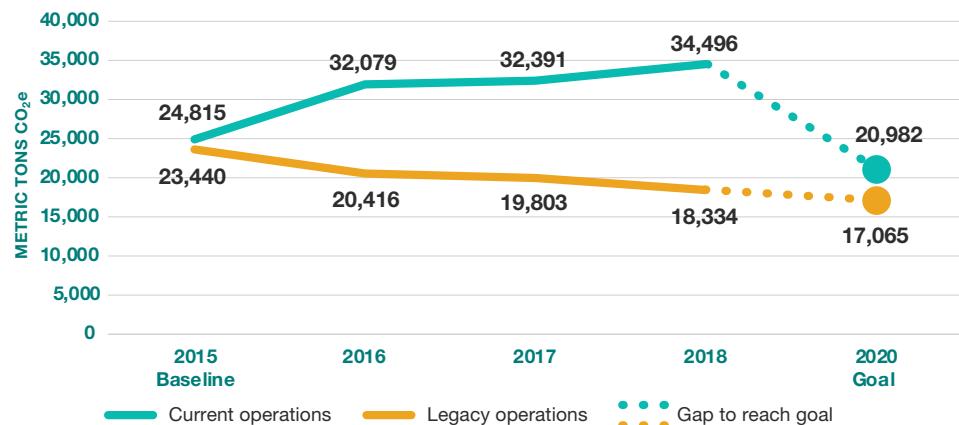
Decrease water withdrawal by 10%

Decrease solid waste (non-hazardous trash) generation by 10%

*Goals are based on normalized measurements per square foot of facility area.

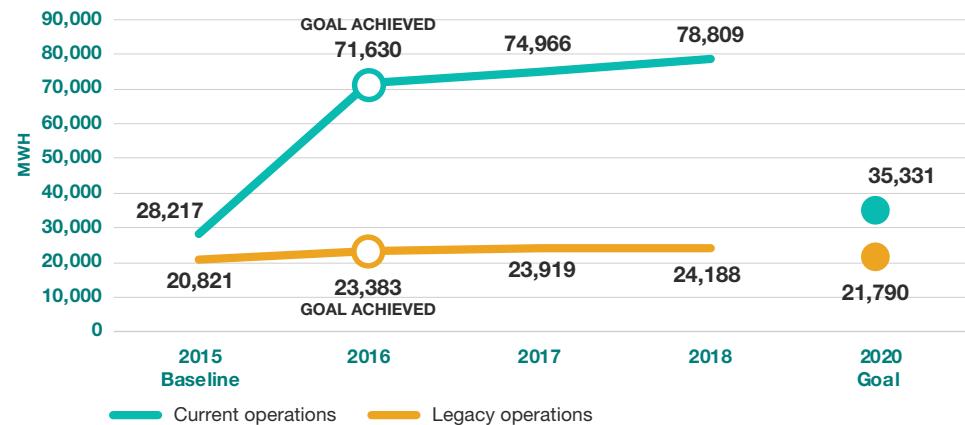
2020 ENVIRONMENTAL GOALS PROGRESS

GHGs*

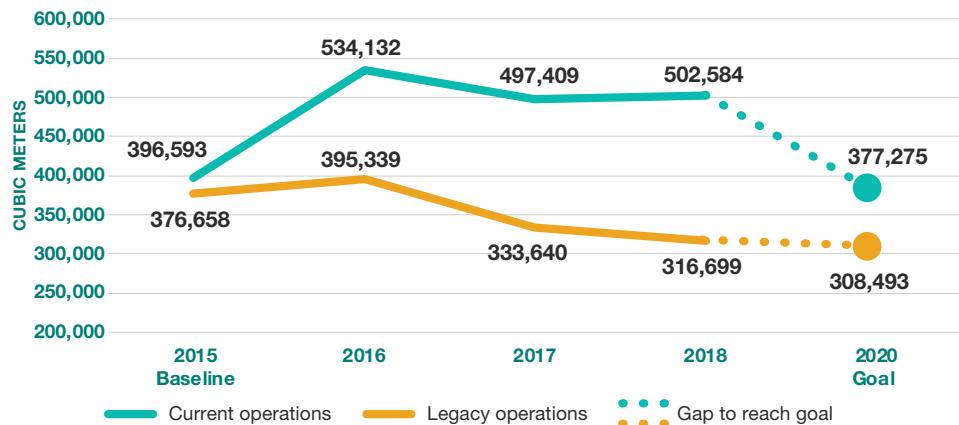


*Scope 1 and Scope 2.

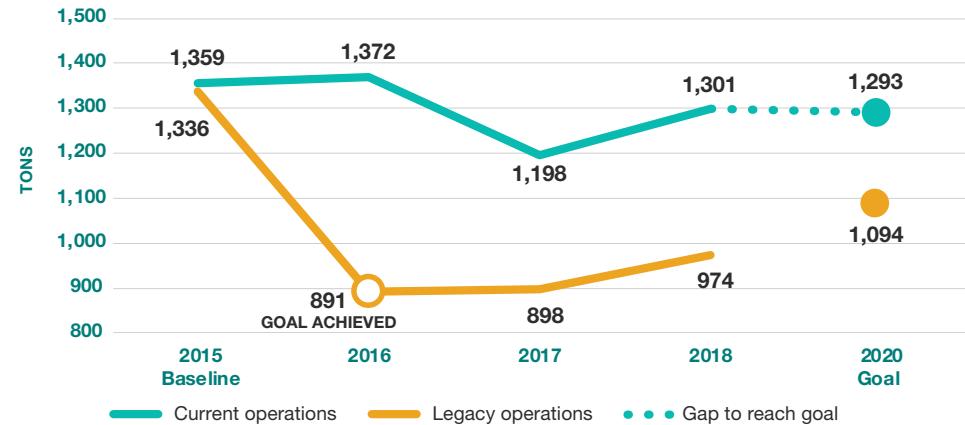
Renewable Electricity



Water Withdrawal



Solid Waste



"Current operations" include all of Celgene's owned and operated operations plus additional vital facilities as of 2017.

"Legacy operations" include the operations owned and operated in 2015 at the time the 2020 goals were set.

Reducing our energy and carbon footprint

HIGHLIGHTS OF CELGENE'S EFFORTS TO REDUCE ITS ENERGY CONSUMPTION AND CARBON FOOTPRINT:

Cisco TelePresence technology enables collaboration across the globe and reduces the need for air travel.

We installed additional hybrid and electric vehicle charging stations.

At Celgene headquarters campus in Summit, NJ, we took advantage of building renovations to upgrade heat exchangers, air handling units and reheat hot water system.

Environmental Sustainability

Celgene's environmental management approach incorporates best practices and programs related to energy, water, waste and transportation within our company. Our approach includes:

- Researching and implementing projects to reduce environmental impacts that generate measurable and meaningful results
- Addressing risks and opportunities related to climate change

- Educating and motivating our employees to participate in environmental stewardship plans
- Reporting and disclosing the company's environmental performance and progress

In addition, we encourage employees to participate in sustainable practices, such as recycling, aimed at reducing the company's environmental footprint while enhancing their own education and awareness.

More detail on our approach to managing environmental sustainability is available on our Global Reporting Initiative Index, on pages 33–34 of this report.

A significant upgrade to our Phoenix, Arizona, facility's chiller system included newer technology and Smardt magnetic bearing chillers that replaced several 30-year-old and one near-antiquated chillers. This new system has resulted in significant reductions in water and electricity usage.

Environmental Health and Safety Management Information System (EMIS)

Celgene continued implementation of our comprehensive Global Environmental Health and Safety Management Information System (EMIS) aimed at having a single, centralized repository of environmental sustainability data and allow for both manual and automatic collection of data, enhancing our ability to mitigate regulatory risks by maintaining a historical archive of all our environmental sustainability metrics.

EMIS is now fully operational with two modules implemented:

The Incident Management Module has been implemented globally and is the system of record to capture, track, and manage all reported injuries, near misses, and environmental incidents.

The Sustainability Module is deployed across 25 Sites, of which 21 are in the original Environmental Sustainability Scope for 2020 goals. The Sustainability Module is used to collect, manage and trend on carbon footprint, water usage and solid waste (non-hazardous trash) metrics.

Building Sustainably

Celgene's commitment to environmental sustainability is reflected in the work we've done to develop green buildings at our headquarters.

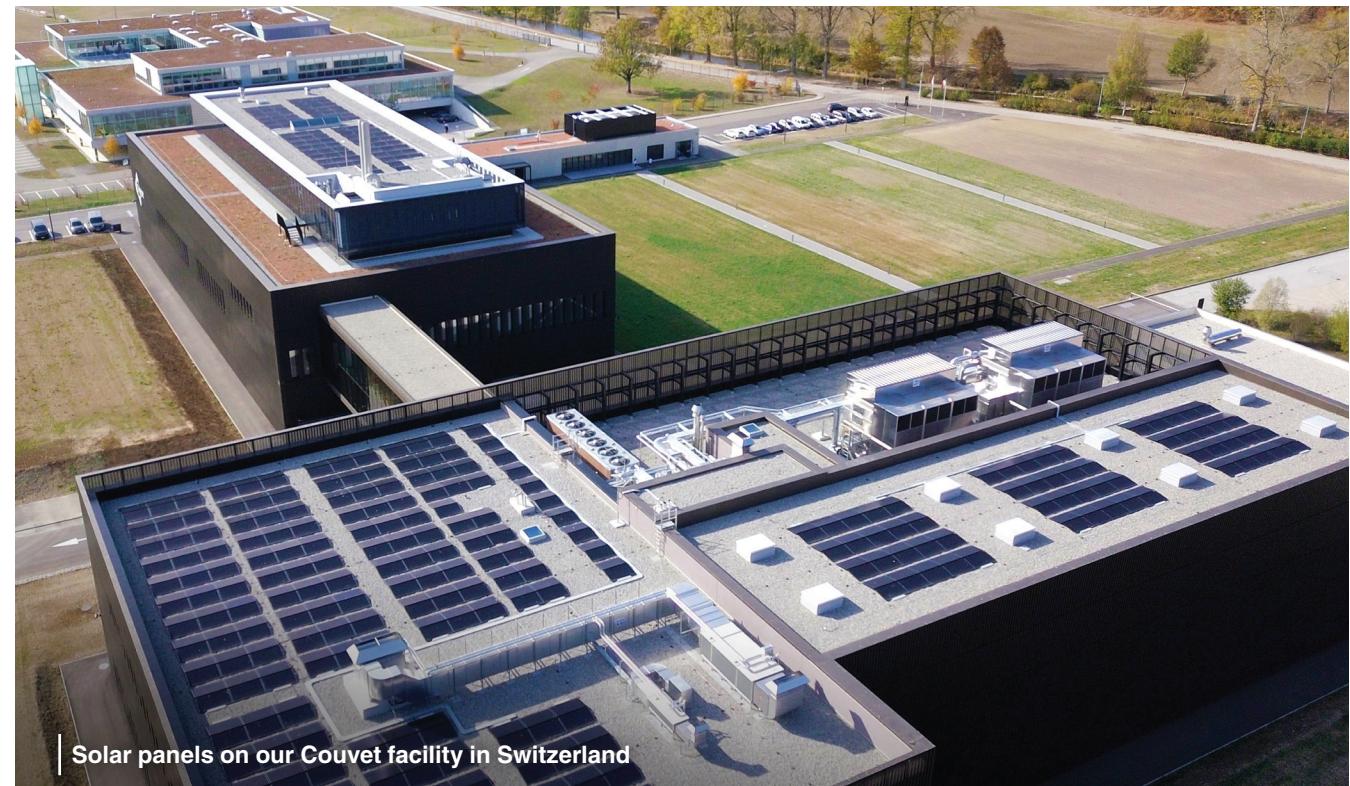
In 2018, we achieved LEED® Silver Certification for Building J in Summit, New Jersey. This recognition comes as a result of renovations that included the building's complete interior demolition down to its

*Two owned buildings and two leased buildings

shell, a reconstruction with a multiroom conference center, and updated offices and workstations. This certification increases Celgene's portfolio of LEED certified buildings to four.*

Celgene's dedication to sustainable building has also been recognized in Europe, where our facility in Couvet, Switzerland, was honored with the Facility of the Year Award for Sustainability by the International Society for Pharmaceutical Engineering (ISPE). This annual program recognizes state-of-the-art projects utilizing new, innovative technologies to improve the quality of products, reduce the cost of producing high-quality medicines and demonstrate advances in project

delivery. One of the main objectives of our Couvet facility was to implement an environmentally responsible and sustainable site. The solution integrates energy recovery for water heating or cooling using geothermal energy.



Solar panels on our Couvet facility in Switzerland

Business with Integrity

Celgene's culture is built on integrity, ethics, sound decision-making, and actions that reflect our values and focus on patients. We work to ensure that corporate policies support best practices in governance, transparency and accountability.

Corporate Responsibility and Sustainability Governance

A senior-level, cross-functional Corporate Responsibility and Sustainability Committee oversees Celgene's integrated corporate responsibility strategy. This committee is responsible for making decisions on corporate responsibility-related topics and reviewing the progress of environmental initiatives, stakeholder engagement, reporting, and other relevant activities. The Chair of the committee reports directly to the Chairman and CEO. Committee members include senior representatives from key departments across Celgene.

Corporate Responsibility and Sustainability Policy

This policy formalizes how corporate responsibility is integrated into the company. The policy covers activities that Celgene can undertake to impact our triple bottom line (environmental, social and economic aspects), including our focus on:

- Patients First
- Employees and Communities
- Environment
- Business with Integrity

We view addressing corporate responsibility and sustainability aspects, in particular in the areas of GHG emissions, supply chain, and water as essential for Celgene general operations and business performance as we continue to deliver life-changing therapies to patients.

Code of Business Conduct and Ethics

We are deeply committed to the principles of honesty, integrity and accountability. These principles are the foundation for Celgene's Values and form the basis of our Code of Business Conduct & Ethics. This code applies to all employees and anyone acting on Celgene's behalf.

Stakeholder Engagement Approach

Celgene identifies the stakeholders that we actively engage with based on factors related to meeting unmet medical needs around the world. We engage regularly with the following key groups of stakeholders:

- | | |
|----------------------------|-----------------------------|
| – Business Partners | – Health Systems and Payers |
| – Employees | – Investors |
| – Governments | – Local Communities |
| – Healthcare Professionals | – Patients and Families |
| | – Suppliers |

Public Policy

We believe it is important that private sector companies work with public policymakers to help ensure that the policy environment supports patient access to life-changing medications while enhancing the promise of medical innovation. Government policies directly impact healthcare access and innovation while affecting many aspects of Celgene's business model—including our ability to meet patient needs and provide value to all our stakeholders. For these reasons, we share our perspectives and experience by actively participating in public policy discussions and activities.

PUBLIC POLICY ENGAGEMENT TOPICS

United States

- **Access to Transformative Therapies**
- **Patient Access and Affordability in Medicare Part D**
- **Oral Oncology Parity**
- **Step Therapy**
- **Protecting the Integrity of Risk Evaluation and Mitigation Strategy (REMS) and Patient Safety Programs**

Europe

- **Pricing and Value**
- **Patient Access**
- **Sustainability of Pharmaceutical Expenditure**
- **European Cooperation on Health Technology Assessment**
- **Incentives for Innovation**
- **International Reference Pricing**
- **Advanced Therapy Medicinal Products (ATMPs): Hospital Exemption**

Commitment to Transparency

Celgene strives to put transparency at the center of what we do, as represented by the following steps taken in 2018 and 2019:

- We published our first and second annual Value and Innovation Framework Reports, which detail how we define and measure our progress on the critical topics of “value” and “innovation.”
- We have made public our Principles for the Pricing of Innovative Medicines, which include an explicit commitment that limits price increases “to no more than once a year and at a level no greater than medical inflation.”
- We published our Patient-Centered Principles on Value Assessments, making clear how we believe medicines should be weighed to determine their value and maximize the benefit to patients.
- We made available online the list prices, together with real world patient cost sharing information, for our entire portfolio of medicines.

Responsible sharing of clinical trial data is an essential element of Celgene’s research and development efforts. We remain committed to sharing clinical trial data transparently with patients, healthcare practitioners and independent researchers to improve scientific and medical knowledge and foster innovative treatment methods.

Celgene received a total score of

91.4%

**and was designated a “Trendsetter”
for transparency and accountability
by the Center for Political
Accountability**

CELGENE POLITICAL ACTION COMMITTEE (PAC)

The Celgene PAC supports candidates from both political parties at the state and federal levels who share our commitment to innovation and patient access in healthcare. The Celgene PAC is an opportunity for eligible employees to ensure that their collective voice is a part of the political process.

The Celgene PAC seeks to positively impact the policy environment on behalf of the patients we serve through three core principles:

- Expanding patient access to medicines through a competitive marketplace and a regulatory environment where research and innovation can flourish
- Protecting the patient-physician relationship and ensuring patient access to innovative treatments
- Recognizing the important role of biopharmaceutical companies and their employees in healthcare

Supply Chain

Celgene's commitment to corporate responsibility extends to our supply chain. We expect our suppliers to deliver sustainable solutions while operating with high ethical standards and adhering to fair business practices.

Celgene procurement follows a strategic sourcing process to identify the best suppliers and works with internal teams to ensure that we obtain the best value from our suppliers in terms of quality, cost, service and delivery. We understand the value these businesses bring to Celgene and strongly encourage them to participate in our competitive sourcing processes.

Pharmaceutical Supply Chain Initiative

The Pharmaceutical Supply Chain Initiative (PSCI) is a group of major biopharmaceutical and healthcare companies that share a vision to establish and promote responsible practices that will continuously improve social, health, safety and environmentally sustainable outcomes for their supply chains. We joined the PSCI in 2017 to benefit from PSCI members' collective industry knowledge and expertise to drive complex, global change more effectively than any single organization.

The PSCI has developed a set of Principles (<https://pscinitiative.org/principles>) that establish the guidelines for a more sustainable supply chain. We have adopted these Principles as our own Supplier Code of Conduct and encourage our suppliers to follow them.

Supplier Diversity

Celgene recognizes the value and importance of a diverse supplier base and makes it a part of our commitment to the communities we serve. Celgene had business transactions with Small Business Administration (SBA) suppliers in 2017 that represented about 8.7 percent of Celgene's total spend through U.S. general sourcing.

CELGENE STRATEGIC SOURCING PROCESS



Celgene recognizes the value and importance of a diverse supplier base that is part of our commitment to the communities we serve. We are committed to facilitating and encouraging the growth of small and diverse suppliers as Celgene itself continues to grow as a global organization.

Celgene expects its suppliers to conduct business in a safe, sound and sustainable environment and minimize environmental impact from their business operations. Our suppliers are encouraged to promote sustainable and responsible business practices while integrating environmentally related initiatives into their own operations.

Celgene expects its suppliers to follow the Celgene Code of Business Conduct and Ethics. Our decisions will be influenced by business objectives and not by personal favors or opinions.

External Recognitions



Galien Foundation Prix
Galen USA for Achievements
in Improving the Human
Condition (2018)



Listed on the *FTSE4Good*
Index for third consecutive year
(2017, 2018, 2019)



RepTrak® (2018): Top Pharma
Companies with the Best
Reputation in the U.S.:
Ranked #3



Human Rights Campaign
(2019) Best Place to Work for
LGBTQ Equality



Forbes' World's Best Employers
(2018): Ranked #9



Forbes' America's Best Mid-Size Employers (2018), ranked
#1 in biotech, and America's
Best Large Employers (2019):
Ranked #64



Fortune Future 50 List (2018):
Ranked #2 in biotech

Science

Science Magazine (2018)
Top Employers: Ranked #19



Environmental Protection Agency Green Power Partner
(2018, 2019)



*International Society for
Pharmaceutical Engineering*
(2019), Facility of the Year
Award for Sustainability
for our Couvet facility in
Switzerland



*Commerce Industry
Association of New Jersey*
Companies That Care Award
(2019); Environmental
Leadership Award (2019);
Best Practices Winner (2019)



*Center for Political
Accountability's Zicklin Index*
for Political Disclosure and
Accountability: Scored 91.4%
and designated a Trendsetter
(2018)

Global Reporting Initiative Index

Celgene references the Global Reporting Initiative (GRI) Standards for corporate responsibility reporting to account for indicators and aspects that constitute a familiar and globally accepted standard.

In some cases, we have adjusted our reporting approach to reflect a more accurate depiction of Celgene's business model and operations, but in all cases, we respond to the spirit of the indicator(s).



Celgene and the Sustainable Development Goals

Launched in 2015, the Sustainable Development Goals (SDGs) are a set of 17 global goals created by the United Nations through a process involving its 193 Member States along with nongovernmental organizations and the private sector. The goals contain a broad range of sustainable development issues, including poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests.

At Celgene, we recognize the importance of contributions from the private sector in reaching the SDGs and are strongly committed to supporting them. Celgene's people, expertise, collaborations and financial resources help advance the SDGs.

On this index, we are indicating on how our activities contribute to the goals. The "GRI Standard/UN SDG" column specifies the relevant goal, which we identified using the SDG Compass Annex for guidance, and indicates the connections between the SDGs and the pertinent indicators.



GLOBAL REPORTING INITIATIVE CONTENT INDEX

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
FOUNDATION			
GRI 101: REPORTING PRINCIPLES			
GRI 101	<p>Defining Report content and quality</p> <p>Our Report references the Global Reporting Initiative (GRI) Standards. The GRI Standards are the first global standards for sustainability reporting and represent the global best practice for reporting on a range of economic, environmental and social impacts. We have selected the disclosures that apply to our business in a meaningful and material manner.</p> <p>Forward-Looking Statements</p> <p>Any statements contained in this Report that are not statements of historical fact may be deemed forward-looking statements. Forward-looking statements can be identified by the words "expects," "anticipates," "believes," "intends," "estimates," "plans," "will," "outlook" and similar expressions.</p> <p>Forward-looking statements are based on management's current plans, estimates, assumptions and projections, and speak only as of the date they are made. We undertake no obligation to update any forward-looking statement in light of new information or future events, except as otherwise required by law. Forward-looking statements involve inherent risks and uncertainties, most of which are difficult to predict and are generally beyond our control. Actual results or outcomes may differ materially from those implied by the forward-looking statements as a result of the impact of a number of factors, many of which are discussed in more detail in our Annual Report on Form 10-K and our other reports filed with the Securities and Exchange Commission.</p> <p>Reporting Boundary</p> <p>Our corporate responsibility reporting includes activities within Celgene at the enterprise-wide level, such as governance and global health; site-specific activities in selected facilities, such as water and energy consumption; and some activities that occur outside of Celgene, such as in portions of our supply chain. Site-specific data are provided for the facilities included in our organization boundary.</p>	102-2 3	<p>Primary brands, products and/or services</p> <p>Celgene Corporation, together with its subsidiaries, is an integrated global biopharmaceutical company engaged primarily in the discovery, development and commercialization of innovative therapies for the treatment of cancer and inflammatory diseases through next-generation solutions in protein homeostasis, immuno-oncology, epigenetics, immunology and neuro-inflammation. Our innovative therapies:</p> <p>ABRAXANE® (paclitaxel protein-bound particles for injectable suspension) (albumin-bound) OTEZLA® (apremilast)* POMALYST® (pomalidomide) REVOLIMID® (lenalidomide) THALOMID® (thalidomide) VIDAZA® (azacitidine)</p>
		102-3	Location of the company's headquarters
			86 Morris Avenue Summit, NJ 07901
		102-7	Scale of the organization
			About Our Company: page 6 of this Report. Celgene at a Glance: page 5.
		102-8 8	<p>Information on employees and other workers</p> <p>Workforce Statistics: page 15 of this Report.</p> <p>In certain cases, Celgene utilizes the services of third-party workers. In the U.S. and the U.K., Celgene employs a managed service provider (MSP) program to manage third-party staffing firms. Additional contractors were used by other countries. In addition, other types of contingent workers (e.g., consultants and outsourced/managed services workers) were used in 2018. The workers managed by the MSP program are typically engaged during peak periods and/or for employees on leaves of absences. The work performed by consultants is typically the production of specific deliverables (e.g., IT applications, strategic plans). The work performed by outsourced/managed services workers is the management of processes for Celgene based on clearly defined service level agreements.</p>
		102-9	The company's supply chain
			Supply Chain: page 24 of this Report.

*Proposed for divestiture to another company as part of proposed merger with Bristol-Myers Squibb.

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
102-11	<p>Whether and how the precautionary principle is addressed</p> <p>Celgene applies the precautionary principle in ensuring patient safety and in minimizing any potential negative effects to the environment.</p>	102-13 <i>(Continued)</i>	<ul style="list-style-type: none"> Association of Pharmaceutical Companies “Innovative Pharma” (InPharma) (Russia) Association of the British Pharmaceutical Industry (UK) BIA (The BioIndustry Association) BIO (Biotechnology Innovation Organization) (US) \$152,066 BIOCOM (California, US) BioNJ (New Jersey, US) \$8,500 BioOhio (Ohio, US) BIOTECanada (Canada) Biotechnology Industry Association (Portugal) Brazilian Research Based Pharmaceutical Manufacturers Association (Interfarma) (Brazil) Bundesverband der Pharmazeutischen Industrie (Germany) Business Council for International Understanding (US) California Biotechnology Foundation (US) California Life Sciences Association (California, US) CEO Roundtable on Cancer (US) Commerce and Industry Association of New Jersey (New Jersey, US) Council of State Governments (CSG) Employers Union of Innovative Pharmaceutical Companies (Poland) Ethical Medicines Industry Group (UK) European Confederation of Pharmaceutical Entrepreneurs (Europe) European Federation of Pharmaceutical Industries and Associations (Europe) Fair Trade Council of Ethical Pharmaceutical Drug Manufacturing Industry (Japan) Farmindustria, Associazione delle imprese del farmaco (Italy) Federation of Pharmaceutical Manufacturers' Association of Japan (Japan) Forum der forschenden pharmazeutischen Industrie (Austria) Forum for Innovative Regenerative Medicine (Japan) Forum of International Research and Development Pharmaceutical Industries (Slovenia) HealthCare Institute of New Jersey (New Jersey, US) \$41,974 HollandBio (Holland) International Research Based Pharmaceutical Manufacturers Association (IRPMA) (Taiwan) Irish Pharmaceutical Healthcare Association (Ireland) Italian American Pharmaceutical Group (IAPG) (Italy) Japan Pharmaceutical Manufacturers Association (JPMA) (Japan) Japan Pharmaceutical Manufacturers Association of Tokyo (Japan) Korea Research Based PhRMA Industry Association (KRPIA) (South Korea) Les Entreprises du Medicament (France)
102-12	<p>Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.</p> <p>Celgene is a member of the Pharmaceutical Supply Chain Initiative.</p> <p>Celgene is a member of Access Accelerated.</p> <p>Celgene is a member of the EPA's Green Power Partnership.</p>		
102-13	<p>Memberships of associations</p> <p>Celgene is a member of a number of associations that represent the biopharmaceutical sector and the business community in general. These organizations serve a variety of purposes such as speaking with a uniform voice with policymakers on public policy issues or collaborating on education and advocacy activities. Our participation in these associations is grounded in the understanding that we may not always agree with all of the positions taken by the association or its other members. Celgene representatives serve on various boards and committees within these organizations to share Celgene's perspective on the issues and advocate for policies that advance patient access and innovation in healthcare.</p> <p>Celgene also participates with tax-exempt state legislative membership organizations that write and endorse model legislation, including providing support in 2018 to the Council of State Governments (\$8,500) and the American Legislative Exchange Council (\$21,000).</p> <p>NOTE: For U.S. associations to which Celgene contributed \$50,000 or more during 2018, the amount reported to Celgene by the association as non-deductible lobbying expenditures is included.</p> <ul style="list-style-type: none"> Agipharm (France) Alliance for Regenerative Medicine (US) \$30,000 American Chamber of Commerce in Belgium (Belgium) American Chamber of Commerce in Spain (Spain) American Chamber of Commerce in the Netherlands (Netherlands) American Chamber of Commerce to the EU (Europe) American Pharmaceutical Group, APG (UK) Arbeitsgemeinschaft Therapie Seltene Erkrankungen, ATSE (Germany) Asociación Española de Bioempresas (Spain) Asociación Nacional Empresarial de la Industria Farmacéutica (Spain) Assobiotec (Italy) Associação Portuguesa da Indústria Farmacêutica (Portugal) Association of Innovative Pharmaceutical Industry (Czech Republic) Association of Innovative Pharmaceutical Manufacturers (Hungary) 		

(Continued on next page)

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
102-13 <i>(Continued)</i>	<ul style="list-style-type: none"> • Life Science Washington (US) • Local American Working Group, LAWG (Germany) • Louisiana Association of Business & Industry (US) • Medicines Australia (Australia) • Mexican Association of Pharmaceutical Research Industries (AMIF) (Mexico) • Minnesota Chamber of Commerce (Minnesota, US) • National Pharmaceutical Council (US) • New Jersey Chamber of Commerce (New Jersey, US) • New York State Business Council (New York, US) • Phama.be (Belgium) • Pharma Industry Finland, PIF (Finland) • Pharmaceutical Association of Malaysia (PhAMA) (Malaysia) • Pharmaceutical Research & Manufacturers Association (PhRMA) (Thailand) • Pharmaceutical Research and Manufacturers of America (PhRMA) (US) \$4,975,784 • Pharmaceutical Research and Manufacturers of America, Japan (PhRMA Japan) (Japan) • Pharmig (Austria) • Public Affairs Council (Washington, DC, US) • R&D Based Pharmaceutical Association (RDPAC) (China) • Research and Development Council of NJ • Slovak Association of Research Based Pharmaceutical Companies (Slovakia) • State Biotechnology Associations in Georgia, Illinois, Iowa, Massachusetts, Missouri, New York, North Carolina, Oregon, Texas, Washington (US) • Swedish Association of the Pharmaceutical Industry (Sweden) • The Danish Association of the Pharmaceutical Industry, LIF (Denmark) • The Medical Alley Association (US) • U.S. Chamber of Commerce (US) \$136,250 • U.S.-Japan Business Council (Washington, DC, US) • U.S.-Korea Business Council (Washington, DC, US) • Verband der forschenden pharmazeutischen Firmen der Schweiz, Interpharma (Switzerland) • Vereniging Innovatieve Geneesmiddelen Nederland (Netherlands) • Wisconsin Manufacturers and Commerce (Wisconsin, US) 	GRI 102: STRATEGY	<p>Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy</p> <p>Message from the Chairman and Chief Executive Officer: page 3 of this Report.</p>
		102-14	
		102-15	<p>Description of the organization's key impacts on sustainability and effects on stakeholders and the impact of sustainability trends, risks and opportunities on the organization</p> <p>Regulatory Requirements Changes in climate-related regulations represent potential risks to the companies in various countries, and include cap-and-trade legislation, state-level greenhouse gas emission limits and carbon taxes at international operations. These can all lead to increased capital and operating costs to meet the additional regulatory compliance requirements. Some new regulatory requirements represent an opportunity to reap cost savings through facility improvements for energy, water, transportation and waste conservation or an overall decrease in environmental emissions and footprint.</p> <p>Production and Operations Energy reliability, availability and costs can impact manufacturing and production capability and expenses. This can also apply to the availability of water and material sources. Energy efficiency improvements and on-site renewable energy infrastructure can potentially mitigate impacts related to off-site energy production and disruption. Production capacities at manufacturing facilities could be adversely affected by natural disasters, changes in environmental regulations and disruptions to supplies of critical and/or non-critical raw materials.</p> <p>Investor Relations There are groups of investors worldwide that are integrating climate risk into their decision-making and requiring disclosure and transparency around climate risk management. Celgene's management and addressing of environmental issues enhance the company's reputation with current and future stakeholders.</p> <p>Supply Chain Climate change can affect the availability and sourcing of raw materials and natural resources that contribute to or impact operations, create commodity price volatility and disrupt current and future sources of supply. Climate-induced disruptions to distribution networks can affect delivery schedules to patients and cause product interruptions or sales losses.</p>

(Continued on next page)

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
102-15 <i>(Continued)</i>	<p>Local Community</p> <p>Climate change can impact local communities through natural disasters or other extreme weather, thereby impacting patient populations, workforce, suppliers and other stakeholders. Concern from local communities may exist if Celgene does not aim to effectively reduce its environmental footprint, air emissions or water consumption levels.</p> <p>See also: Patients First on page 10 for our efforts to positively impact patient health. Patient Safety on page 10 for our approach on minimizing risks to patients. Communities on page 16 for information on how we address our relationship and impacts with communities. Environment on page 18 for our approach to managing our environmental footprint.</p>	102-19 <i>(Continued)</i>	<p>The Corporate Responsibility and Sustainability Committee holds the highest level of direct responsibility for Corporate Responsibility-related activities, strategy and direction for Celgene. Richard Bagger, Executive Vice President of Corporate Affairs and Market Access, is one of the members of the Executive Committee and reports directly to the Chairman and Chief Executive Officer. He chairs the Corporate Responsibility and Sustainability Committee.</p> <p>At least annually, a report on corporate responsibility and sustainability is provided to the Nominating, Governance and Compliance Committee of the Board of Directors, and at least twice a year to Celgene's Executive Committee.</p>
GRI 102: ETHICS AND INTEGRITY			
102-16 16	<p>Describe the organization's values, principles, standards and norms of behavior</p> <p>Our Values, on page 42 of this Report.</p> <p>Celgene's culture inspires us to do our best work, deliver exceptional results and achieve our purpose. Our high-performance culture fosters a strong spirit of cooperation and collaboration to advance the discovery, development and commercialization of our products.</p> <p>Our Values and Behaviors live vibrantly at Celgene, guiding how we work, the decisions we make and the results we achieve. Celgene employees are bold at work—and in life—and are rewarded through equitable compensation, opportunities for increased reward, and stock ownership. Our managers are coaches, helping employees to leverage their strengths and inspiring them to be passionate about their role and contribution to our mission.</p>	102-20	<p>Executive-level position with responsibility for economic, environmental and social topics</p> <p>The Celgene Corporate Responsibility and Sustainability Committee has responsibility for these topics. This committee is chaired by the Executive Vice President of Corporate Affairs and Market Access, who reports to the Chairman and Chief Executive Officer.</p>
GRI 102: GOVERNANCE			
102-18	<p>Governance structure of the organization</p> <p>The Board of Directors is the company's ultimate decision-making body. The directors guide the direction and strategy of Celgene.</p> <p>The Executive Committee is responsible for execution of the Company's strategy and business plan.</p>	102-21 3	<p>Consulting stakeholders on economic, environmental and social topics</p> <p>Celgene has determined the current environmental, social and governance issues deemed most significant and impactful to the company by obtaining feedback from both our employees and key external stakeholders. To obtain feedback from external organizations, we conducted a two-step process. The first step was to analyze publicly available information to review coverage of Celgene's material issues. Our analysis revealed a shift in the priority level of some issues. The second step was to adjust the relative positioning of those issues in our materiality matrix and share it with more than 50 external stakeholders who were part of our materiality analysis engagement. Those stakeholders come from a range of backgrounds—including global health, patient advocacy, environmental management and public policy, among others. We aggregated the external feedback and revised our materiality matrix. Celgene will continue to update our stakeholders on our latest developments and refresh the materiality matrix periodically, as needed.</p>
102-19	<p>Process for delegating economic, environmental and social topics from the highest governance body to executives and employees</p> <p>The Board of Directors is the highest governing body and is responsible for oversight of the business and affairs of Celgene, its long-term strategy, objectives and risk management. The Board is responsible for reviewing, evaluating and approving major corporate actions; overseeing management's efforts to establish and maintain appropriate standards of legal and ethical conduct; and providing oversight for senior management.</p>		

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
102-22 16	<p>Composition of the highest governance body</p> <p>Celgene's Board of Directors:</p> <ul style="list-style-type: none"> • Mark J. Alles, Chairman and Chief Executive Officer • Richard W. Barker, D.Phil., OBE, Chairman of the Health Innovation Network of South London • Hans Bishop, Chief Executive Officer of GRAIL, Inc. • Michael W. Bonney, Executive Chair of the Board of Kaleido Biosciences • Michael D. Casey, Independent Lead Director • Carrie S. Cox, Chairman of the Board of Directors, Humacyte, Inc. • Michael A. Friedman, M.D., Emeritus Chief Executive Officer, City of Hope • Julia A. Haller, M.D., Ophthalmologist-in-Chief, Wills Eye Hospital • Patricia Hemingway Hall, Former Chief Executive Officer, Health Care Service Corporation (HCSC) • James J. Loughlin, Retired Partner KPMG, LLP • Ernest Mario, Ph.D., Chairman of the Board of Soleno Therapeutics, Inc. • John H. Weiland, Former President and Chief Operating Officer, C. R. Bard, Inc. 	102-29 16	<p>Highest governance body's role in identification and management of economic, environmental and social risks and opportunities and use of stakeholder consultation</p> <p>The Corporate Responsibility and Sustainability Committee provides direct oversight of these risks and opportunities and at least annually, provides a report on these topics to the Nominating, Governance and Compliance Committee of the Board of Directors.</p>
102-23	<p>Indication of whether the chair of the highest governance body is also an executive officer</p> <p>Mark J. Alles serves as Celgene Corporation's Chairman and Chief Executive Officer.</p>	102-30	<p>Highest governance body's role in reviewing the effectiveness of the risk management process for economic, environmental and social topics</p> <p>Our Sustainability and Environmental Compliance policy dictates appropriate steps that departments take to identify, analyze, plan and prioritize risk so that appropriate actions can be implemented. The Corporate Responsibility and Sustainability Committee reviews these potential risks and necessary actions to account for them in our business strategies.</p>
102-24 16	<p>Nomination and selection process for the highest governance body and its committees and nomination criteria</p> <p>The Nominating, Governance and Compliance Committee of the Board of Directors identifies, evaluates and recommends candidates for nomination to the Board of Directors. This committee considers all factors it deems appropriate for the nomination process, such as competencies, familiarity with the biopharmaceutical industry, governance experience and other commitments.</p>	102-31	<p>Frequency of the highest governance body's reviews of economic, environmental and social topics and their impacts, risks and opportunities</p> <p>These topics and risks are reviewed annually during the preparation of our disclosure to the CDP; social risk items and topics, such as access to medicine and corporate giving, are reviewed on an ongoing basis.</p> <p>At least annually, the Corporate Responsibility and Sustainability Committee provides a report on corporate responsibility and sustainability to the Nominating and Governance Committee of the Board of Directors, and at least twice a year to Celgene's Executive Committee.</p>
102-26	<p>Highest governance body's roles in development and updating of economic, environmental and social statements, strategies and goals</p> <p>See indicator 102-19 on page 30 of this index.</p>	102-32	<p>Highest committee or position that formally reviews and approves the sustainability report</p> <p>Celgene's Executive Committee and the Corporate Responsibility and Sustainability Committee review and approve Celgene's annual Corporate Responsibility Report.</p>
GRI 102: STAKEHOLDER ENGAGEMENT			
102-27	<p>Measures taken to enhance the highest governance body's collective knowledge of economic, environmental and social topics</p> <p>Measures include proactive outreach to stakeholders, environmental data collection and reporting results from discussions with executive-level management. At least annually, a report on these topics is provided to the Nominating, Governance and Compliance Committee of the Board of Directors.</p>	102-40	<p>List of stakeholder groups engaged</p> <ul style="list-style-type: none"> • Business Partners: We select business partners who share our commitment to making a difference for patients. • Employees: Integrity is a part of our culture and we foster a positive work environment. • Governments: We abide by and endorse the regulatory frameworks in which we operate.

(Continued on next page)

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location								
102-40 <i>(Continued)</i>	<ul style="list-style-type: none"> Healthcare Professionals: Research and clinical trials help us gain new insight into the medical needs of global patient populations. Health Systems and Payers: We strive to ensure broad access to medicines based on their value to patients, healthcare providers and society. Investors: Our business goals include responsibly achieving exceptional financial results year over year. Local Communities: We develop strong and lasting relationships with the communities where we conduct our operations. Patients and Families: We strive to create innovative therapies and services that meet the health needs of patients and their families throughout the world. Suppliers: We expect our suppliers to operate according to responsible business standards and practices. 	102-56	External assurance <p>Lloyd's Register Quality Assurance provided verification for our Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions and water inventory for Calendar Year 2018 to a limited level of assurance in support of Celgene's supplier CDP submittal. These verified indicators are included in this Report.</p> <p>The boundaries set for this verification included 20 international facilities reported under operational control of Celgene. Celgene included all internationally recognized GHGs: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃ from Scope 1 and Scope 2.</p>								
102-42	Basis for identification and selection of stakeholders engaged <p>We identify the stakeholders that we actively engage with based on factors related to meeting unmet medical needs around the world.</p>	ECONOMIC									
102-44	Key topics and concerns raised through stakeholder engagement <p>We have aggregated feedback provided through stakeholder engagement sessions to create a materiality matrix, which is available on page 8 of this Report.</p>	GRI 201: ECONOMIC PERFORMANCE <table border="1"> <thead> <tr> <th>Management Approach</th> <th>Explanation of the material topic, its boundary, and how it is managed</th> </tr> </thead> <tbody> <tr> <td>201-1 2</td> <td>Annual Report on Form 10-K for the year ending December 31, 2018.</td> </tr> <tr> <td>201-2 13</td> <td> Direct economic value generated and distributed <p>Celgene's 2018 total revenue was \$15.3 billion, an 18 percent increase over 2017.</p> </td> </tr> <tr> <td>201-2 13</td> <td> Financial implications and other risks and opportunities for the organization's activities due to climate change <p>Refer to our CDP Climate Change disclosure, particularly section C2.3.</p> </td> </tr> </tbody> </table>		Management Approach	Explanation of the material topic, its boundary, and how it is managed	201-1 2	Annual Report on Form 10-K for the year ending December 31, 2018.	201-2 13	Direct economic value generated and distributed <p>Celgene's 2018 total revenue was \$15.3 billion, an 18 percent increase over 2017.</p>	201-2 13	Financial implications and other risks and opportunities for the organization's activities due to climate change <p>Refer to our CDP Climate Change disclosure, particularly section C2.3.</p>
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GRI 102: REPORTING PRACTICE		GRI 203: INDIRECT ECONOMIC IMPACTS <table border="1"> <thead> <tr> <th>203-2</th> <th>Indirect economic impacts</th> </tr> </thead> <tbody> <tr> <td>1 3 17</td> <td> <p>Examples of Celgene's indirect economic impacts include our capacity-building programs (e.g., AMPATH, Access Accelerated and Celgene Cancer Care Links™) and our patient support initiatives, which aim to contribute to healthier populations that can more fully participate in the economy.</p> </td> </tr> </tbody> </table>		203-2	Indirect economic impacts	1 3 17	<p>Examples of Celgene's indirect economic impacts include our capacity-building programs (e.g., AMPATH, Access Accelerated and Celgene Cancer Care Links™) and our patient support initiatives, which aim to contribute to healthier populations that can more fully participate in the economy.</p>				
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102-47	List of material topics <p>Our materiality matrix is available on page 8 of this Report.</p>	203-2 1 3 17									
102-50	Reporting period <p>This index captures 2018 sustainability activities and metrics, unless otherwise stated.</p>										
102-51	Date of most recent previous report <p>2018</p>										
102-52	Reporting cycle <p>We report on Celgene's corporate responsibility and sustainability strategies and performance on an annual basis.</p>										

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
GRI 204: PROCUREMENT PRACTICES			
Management Approach	Explanation of the material topic, its boundary, and how it is managed Supply Chain: page 24 of this Report.	Management Approach <i>(Continued)</i>	Carbon Footprint Celgene's carbon footprint assessment includes Scope 1 activities from directly controlled or owned sources (stationary combustion, mobile combustion, refrigeration, fire suppression, and laboratory chemical use); Scope 2 activities from purchased electricity and steam; and selected Scope 3 activities from business travel, waste disposal and employee commuting. Methods for determining the resultant carbon footprint conform to the Climate Registry's General Reporting Protocol and the World Resources Institute's Greenhouse Gas Protocol.
204-1 12	Policy on spending on locally based suppliers at significant locations of operation Whenever possible, Celgene seeks to do business with local suppliers. This allows us to minimize our environmental footprint, while simultaneously contributing to the development of the communities where we operate.	Energy	Celgene invests in technologies that are at the forefront of modern advancements in efficient energy consumption for our various operations around the world. Our approach includes purchasing efficient lighting and making infrastructure upgrades and replacements that minimize our direct energy consumption. Indirectly, Celgene facilities continue to purchase electricity that is derived from certified renewable energy sources.
GRI 205: ANTI-CORRUPTION			
Management Approach	Explanation of the material topic, its boundary, and how it is managed From our Code of Business Conduct & Ethics: <i>At Celgene, bribery is never permitted. This principle doesn't change based on local culture or if we are dealing with a government official, healthcare professional or a commercial customer. We must follow all applicable anti-corruption laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and similar laws wherever we do business.</i>	Water	Water is used for a variety of purposes within Celgene operations, especially in R&D experimentation, laboratory processes, and the manufacturing of therapies, as well as personal consumption, facility cooling operations, and cleaning and maintenance operations. Celgene has consistently sought opportunities to reduce water use in these processes and, with further availability of efficient and cost-effective technology, to reuse and recycle non-potable water in other consumptive facility processes, where feasible and practical.
205-2	Communication and training on anti-corruption policies and procedures Training on our Anti-Bribery and Anti-Corruption policy has been distributed to 100 percent of employees worldwide, and target groups have received enhanced in-person training led by Legal and Compliance personnel.	 Waste and Recycling	Celgene continues to use the World Business Council for Sustainable Development's Global Water Tool to identify sites in water-stressed regions to consider water-related risks and opportunities, and determine where conservation and management efforts could have the greatest positive impact. This tool has shown that some of Celgene's operations are in water-stressed regions where there is potential risk for tightening of regulations related to limited water sources. However, the majority of Celgene's operations require minimal volumes of water.
ENVIRONMENTAL			
Management Approach	Explanation of the material topic, its boundary, and how it is managed (for energy, water, emissions, and effluents and waste) Environmental Sustainability , page 20 of our Report. We have outlined accounting and measurement strategies in Celgene's Carbon Management Inventory Management Plan and include references from the World Resources Institute Greenhouse Gas Protocol, the Climate Registry, the U.S. Environmental Protection Agency (EPA), Climate Leaders Greenhouse Gas Inventory Protocols, and the World Business Council for Sustainable Development's Global Water Tool.	Regulated Waste	Celgene is committed to reducing its hazardous waste footprint. Celgene R&D laboratories that handle biological waste follow the Centers for Disease Control's Biosafety Level 2 protocol. Solid biological waste is collected as
<i>(Continued on next page)</i>			

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location																				
Management Approach <i>(Continued)</i>	<p>regulated medical waste (RMW) and incinerated through our RMW waste vendor. However, a growing percentage, especially on the West Coast, is treated using microwave technology to be rendered as non-pathogenic and then sent to municipal waste-to-energy facilities for beneficial reuse. Waste vendors are preapproved through the Environmental Health and Safety (EHS) contractor safety program and are subject to Celgene EHS waste vendor audits. All biological waste is disposed of following federal, state and local regulations based on the site's location.</p> <p>Our reporting boundary for all environmental metrics includes the following facilities:</p> <ul style="list-style-type: none"> • Summit East, NJ • Summit West, NJ • 300 Berkeley Heights, NJ • 400 Berkeley Heights, NJ • 7 Powderhorn, Warren, NJ • Overland Park, KS • Phoenix, AZ • San Diego, CA • San Francisco, CA • Bedford/Cambridge, MA • Mississauga, ONT, Canada • Boudry, Switzerland • Zofingen, Switzerland • London, U.K. • Paris, France • Munich, Germany • Milan, Italy • Madrid, Spain • Seville, Spain • Tokyo, Japan <p>The following criteria were used to select these facilities:</p> <ul style="list-style-type: none"> • Directly owned facilities • Celgene-owned and operated equipment • >50,000 sq. ft. • >50 Employees 																						
GRI 302: ENERGY	<h3>302-1</h3> <p>Energy consumption within the organization</p> <p>Energy</p> <p>Celgene invests in technologies that are at the forefront of modern advancements in efficient energy consumption for our various operations around the world. Our approach includes purchasing efficient lighting and making infrastructure upgrades and replacements that minimize our direct energy consumption. Indirectly, Celgene facilities continue to purchase electricity that is derived from certified renewable energy sources.</p> <p>See our CDP Climate Change disclosure, C8.2a</p>																						
302-3 and 302-4	<h3>302-3 and 302-4</h3> <p>Energy intensity and reduction of energy consumption</p> <table border="1"> <thead> <tr> <th>Total Energy Consumption and Energy Intensity (GJ)</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total Energy Consumption</td> <td>766,045</td> <td>773,890</td> <td>828,585</td> </tr> <tr> <td>Consumption per Employee</td> <td>154</td> <td>156</td> <td>153</td> </tr> <tr> <td>Consumption per Square Foot of Facility Area</td> <td>0.237</td> <td>0.232</td> <td>0.244</td> </tr> </tbody> </table>			Total Energy Consumption and Energy Intensity (GJ)	2016	2017	2018	Total Energy Consumption	766,045	773,890	828,585	Consumption per Employee	154	156	153	Consumption per Square Foot of Facility Area	0.237	0.232	0.244				
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GRI 303: WATER		<h3>303-2</h3> <p>6</p> <p>Water sources significantly affected by withdrawal of water</p> <p>According to World Business Council for Sustainable Development Global Water Tool for CDP Water 2014:</p> <p>California Floristic Province is at risk level of “Extreme Scarcity.”</p> <p>The Thames basin is at risk level of “Extreme Scarcity.”</p> <p>Seville basin GHAABasin2117 is at risk level of “Extreme Scarcity.”</p> <p>Seine basin is at risk level of “Scarcity.”</p> <p>Tokyo basin GHAASBasin947 is at risk level of “Scarcity.”</p> <p>The Rhine basin is at risk level of “Stress.”</p> <p>Boston basin GHAASBasin1513 is at risk level of “Stress.”</p> <p>See also: our CDP Water disclosure, section W1.2h.</p>																					
GRI 304: BIODIVERSITY		<h3>Management Approach</h3> <p>Explanation of the material topic, its boundary, and how it is managed</p> <p>As Celgene continues to expand operations worldwide, we hold ourselves responsible for protecting and preserving biodiversity and respecting nature on and around our facilities, in dialogue with local communities. As part of this effort, we evaluate operations to comply with international, national and local regulations concerning the preservation of natural places, promoting open spaces where possible, and assessing land use compliance.</p> <p>When designing new buildings and renovating existing facilities, Celgene has developed plans at each of its operational sites, based on applicability, to consider facility impacts on biodiversity and land.</p> <p>These plans include:</p> <ul style="list-style-type: none"> • The Stormwater Pollution Prevention Plan, which establishes and communicates awareness of appropriate practices associated with pollution prevention techniques and materials to divert or prevent stormwater contamination. • Spill response procedures that are used in the event of a hazardous chemical spill. • A waste disposal program that outlines procedures for disposal of hazardous waste in compliance with the federal Resource Conservation and Recovery Act. 																					

GRI Standard UN SDG	Description Answer or Report location																																			
304-1	<p>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</p> <p>The 24-acre Summit campus is adjacent to several areas of biodiversity such as Hidden Valley Park and the Houdaille Quarry, both along the border between the City of Summit and the Township of Springfield. The San Diego and San Francisco facilities are not within or adjacent to any areas of high biodiversity value but are located within the California Floristic Province. This area is home to a few threatened endemic species, according to Conservation International.</p>																																			
304-12	<p>Significant impacts of activities, products and services on biodiversity in protected areas</p> <p>See Management Approach under GRI 304: Biodiversity, on page 34 of this index.</p>																																			
GRI 305: EMISSIONS¹																																				
305-1, 305-2, and 305-4 12 13	<p>Direct GHG emissions (Scope 1), Indirect GHG emissions (Scope 2), and emissions intensity</p> <table border="1"> <thead> <tr> <th>Emissions (metric tons CO₂e)</th><th>2016</th><th>2017</th><th>2018</th></tr> </thead> <tbody> <tr> <td>Total Scope 1 emissions</td><td>18,718</td><td>22,222</td><td>24,016</td></tr> <tr> <td>Total Scope 2 emissions</td><td>13,361</td><td>10,169</td><td>10,480</td></tr> <tr> <td>Total Scope 1 and 2 GHG emissions</td><td>32,079</td><td>32,391</td><td>34,496</td></tr> <tr> <td> </td><td> </td><td> </td><td> </td></tr> <tr> <td>Emission Intensity Ratios (metric tons CO₂e per unit)</td><td>Employee Headcount (including contractors)</td><td>6.51</td><td>6.51</td><td>6.36</td></tr> <tr> <td> </td><td>Facility Area (sq. ft.)</td><td>0.01</td><td>0.01</td><td>0.01</td></tr> <tr> <td> </td><td>Company Revenue (x10⁻⁶)</td><td>2.86</td><td>2.49</td><td>2.26</td></tr> </tbody> </table> <p>1. Methodologies Used</p> <ul style="list-style-type: none"> The Climate Registry: General Reporting Protocol The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) U.S. EPA Climate Leaders Greenhouse Gas Inventory Protocol: <ul style="list-style-type: none"> Direct Emissions from Stationary Combustions Direct Emissions from Mobile Construction Sources Indirect Emissions from Purchases/Sales of Electricity and Steam Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment Intergovernmental Panel on Climate Change (IPCC), 2006. Guidelines for National Greenhouse Gas Inventories <p>Conversion Methodologies</p> <ul style="list-style-type: none"> Direct measurements were taken for most data points. Assumptions were made based on previous year data only as needed and based on pre-approved analysis and calculation. Refer also to our CDP Climate Change Disclosure, specifically section C5. 	Emissions (metric tons CO ₂ e)	2016	2017	2018	Total Scope 1 emissions	18,718	22,222	24,016	Total Scope 2 emissions	13,361	10,169	10,480	Total Scope 1 and 2 GHG emissions	32,079	32,391	34,496					Emission Intensity Ratios (metric tons CO ₂ e per unit)	Employee Headcount (including contractors)	6.51	6.51	6.36		Facility Area (sq. ft.)	0.01	0.01	0.01		Company Revenue (x10 ⁻⁶)	2.86	2.49	2.26
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305-5 13	<p>Reduction in GHG emissions</p> <p>Reducing our energy and carbon footprint, page 20 of this Report.</p> <p>See also: our CDP Climate Change Disclosure, specifically section C5.</p>																																																																												
305-7 12 13	<p>NOx, SOx, and other significant air emissions</p> <p>There were no recordable emissions of NOx, SOx, or other significant air emissions at Celgene facilities.</p>																																																																												
GRI 306: EFFLUENTS AND WASTE																																																																													
306-1 14	<p>Total water discharge by quality and destination</p> <table border="1"> <thead> <tr> <th></th><th>2016</th><th>2017</th><th>2018</th></tr> </thead> <tbody> <tr> <td>Sanitary Wastewater (m³)²</td><td>428,460</td><td>343,959</td><td>403,640</td></tr> </tbody> </table> <p>2. Some withdrawal quantities are based on estimates from U.S. EPA and AQUASTAT data for average water withdrawal rate per person per day.</p>		2016	2017	2018	Sanitary Wastewater (m ³) ²	428,460	343,959	403,640																																																																				
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GRI Standard UN SDG	Description Answer or Report location																
306-2	Total weight of waste by type and disposal method																
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306-3	Total number and volume of significant spills																
3 12	There were no significant spills during 2018.																
306-4	Transport of hazardous waste																
3 12	Medical and chemical waste produced by our processes is always handled and disposed of following local and national regulations. We do not ship any waste internationally.																
GRI 307: ENVIRONMENTAL COMPLIANCE																	
Management Approach	Explanation of the material topic, its boundary, and how it is managed																
	At Celgene, we're committed to complying with all environmental rules and regulations. Celgene professionals routinely complete environmental audits at our facilities, including manufacturing, R&D, and administrative offices (as applicable), to ensure compliance and that best practices are being applied. Audits include reviews of air quality programs, water treatment strategies, and hazardous waste disposal protocols. Celgene ensures that environmental permits are in place and routinely monitored, and that the appropriate processes are in place to minimize environmental risks.																
	EHS Corporate Audit helps to ensure that all Celgene and affiliated sites have implemented Environmental Health and Safety programs in accordance with regulatory and Global EHS requirements. The goal is to ensure that controls and management systems are operating as designed to minimize the risk of injury or illness to Celgene workers and visitors and the impact on the environment from Celgene operations by independently assessing compliance with regulatory requirements and Celgene EHS Directives.																

GRI Standard UN SDG	Description Answer or Report location
307-1	<p>Non-compliance with environmental laws and regulations</p> <hr/> <p>Celgene Corporation had no cases of non-compliance with environmental laws and regulations.</p>
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT	
308-2	<p>Negative environmental impacts in the supply chain and actions taken</p> <hr/> <p>According to an analysis by the Pharmaceutical Supply Chain Initiative—a group of major biopharmaceutical and healthcare companies that sets expectations regarding labor, health and safety, environment, ethics and management systems—the following are the most material environmental issues for the pharmaceutical industry's supply chain, and may also be material for Celgene's supply chain.</p> <ul style="list-style-type: none"> • Pharmaceuticals in the environment • Emissions to air and water • Energy use and carbon • Water use and management • Access to clean water • Emergency preparedness and response <p>The identification of these issues incorporates the potential or actual negative impacts throughout the supply chain.</p> <p>To address these risks, our Code of Business Conduct & Ethics, which applies to our suppliers and contractors where allowed by local law, dictates our expectations of appropriate business conduct. Additionally, we are members of the Pharmaceutical Supply Chain Initiative, have adopted the Initiative's Principles and are actively working with our peers to ensure better conditions for workers as well as supporting economic development and providing a cleaner environment for local communities.</p>

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location																									
SOCIAL																												
GRI 401: EMPLOYMENT																												
401-1 8	Total number and rates of new employee hires and turnover See indicator 102-8 on page 27 of this index.	403-3 3 8	Workers with high incidence or high risk of diseases related to their occupation We provide educational, counseling, prevention and risk training, and, if necessary, treatment programs with a focus on potential serious diseases for employees that may have a high incidence or risk of diseases, such as laboratory staff that handle a myriad of chemicals and biological material and facility personnel that perform various operations throughout the facilities that could involve harmful material and substances.																									
401-2 8	Benefits provided to full-time employees that are not provided to temporary or part-time employees Celgene's U.S. employees' access to benefits depends upon the type of employment. Full-time employees have access to a full suite of benefits, while part-time employees have access to similar benefits, but at reduced levels.	GRI 404: TRAINING AND EDUCATION																										
401-3 8	Parental leave Becoming a new parent is a life-changing event. To support new parents and to assist with balancing work and family, Celgene U.S. provides eligible employees with up to 12 weeks of paid time off to care for a newly born infant or new adopted or foster child. The amount of the benefit is 100 percent of the employee's base salary, determined by the employee's regularly scheduled hours of work. If both parents work at Celgene and meet the eligibility requirements, both employees are eligible for the benefit. In addition, at the end of the 12-week Paid Parental Leave, adjusting back to a daily routine can be challenging for the employee and child. Celgene's U.S. employees can now gradually "bridge back" to work part-time with full pay for up to four weeks based on their regular scheduled hours of work.	Management Approach	Explanation of the material topic, its boundary, and how it is managed Employee Benefits and Wellness Celgene employees enjoy a high level of benefits—befitting our most important resource. These benefits include opportunities for professional development and a wide range of wellness options. Continuous Learning and Professional Development Our success in achieving business objectives depends on the contributions of each employee. We're committed to the professional and managerial development of all employees to meet both the changing demands of their positions and to help them achieve their personal and professional goals. These principles guide our employee development efforts: <ul style="list-style-type: none">• Managers must know the capabilities and aspirations of their people.• Job assignments are used to develop our leadership and drive business growth.• Feedback and rewards reinforce performance and developmental messages.• Development occurs throughout one's career and occurs company-wide.• Managers are accountable for the vitality and diversity of leadership depth. We encourage employees to take part in courses of study that enhance their general development and support continuous learning and professional development. This supports our philosophy of learning and development by advancing employees' personal and technical development to help them achieve individual goals and corporate objectives. Professional development opportunities also contribute to enabling employees to incorporate Celgene's "Leadership Success Behaviors" into everyday operations. In addition to formal leadership development programs, there are numerous tools available to help employees envision and plan for rewarding careers at Celgene. For example, My Career Profile is a robust career development tool that enables employees to consolidate their experiences and career aspirations in one place to facilitate employee and manager career discussions, allowing us to match our talent with the experiences and career opportunities that correspond to employees' strengths and business needs.																									
GRI 403: OCCUPATIONAL HEALTH AND SAFETY																												
Management Approach 3 8	Explanation of the material topic, its boundary, and how it is managed Employee Safety: page 14 of this Report.																											
403-2 3 8	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities <table border="1"> <thead> <tr> <th>Global Safety Metrics</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>Industry Rate</th> </tr> </thead> <tbody> <tr> <td>Injury and illness rate</td> <td>0.44</td> <td>0.35</td> <td>0.44</td> <td>1.00</td> </tr> <tr> <td>Lost day case rate</td> <td>0.15</td> <td>0.10</td> <td>0.11</td> <td>0.3</td> </tr> <tr> <td>Occupational disease rate</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>N/A</td> </tr> <tr> <td>Fatalities</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>N/A</td> </tr> </tbody> </table>	Global Safety Metrics	2016	2017	2018	Industry Rate	Injury and illness rate	0.44	0.35	0.44	1.00	Lost day case rate	0.15	0.10	0.11	0.3	Occupational disease rate	0.00	0.00	0.00	N/A	Fatalities	0.00	0.00	0.00	N/A		
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(Continued on next page)

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
Management Approach <i>(Continued)</i>	<p>Enhancement to Employee Benefits for U.S. Employees Celgene Human Resources continuously engages with employees in meaningful conversations to find ways to make their experience at Celgene better. In 2018, these conversations with U.S. employees helped us to better understand how their benefits and policies could be enhanced to address their needs and concerns.</p> <p>As a result of this feedback and in keeping with our culture, we have enhanced our U.S. benefits offerings. This includes increasing flexibility for employees to navigate the demands of career and home life, providing options for employees to customize their work schedules, and supporting employees who have growing families.</p> <p>Caregiver Leave Benefit: Caring for a family member with a serious illness is one of life's greatest challenges. As a company focused on improving the lives of patients, Celgene recognizes that our employees are caregivers as well. Celgene provides eligible U.S. employees with up to six weeks of paid time off to care for an immediate family member with a serious illness.</p> <p>Backup Child or Elder Care: This offering provides a backup service for employees whose regular child care or elder care becomes unavailable.</p> <p>Additional Maternity Support: These expanded benefits include nutrition, pediatric and lactation consultation. Additionally, nursing mothers traveling on business will be able to freeze and ship breast milk home to their child with this new benefit.</p> <p>Flexible Work and Summer Hours: With the demands of career, family and home life, Celgene supports our employees and provides them with the flexibility to balance their personal and professional lives with the Flexible Work Arrangement program. Face-to-face interaction is an important part of Celgene's collaborative culture, but technology has enabled many employees to perform some duties remotely. In addition, Celgene also provides Summer Hours, enabling eligible employees to leave the office on Fridays at 1:00 p.m. local time to get a head start on the weekend, if their schedules permit.</p> <p>Wellness Options: Celgene's investment in employees extends to their health and well-being. That's why Celgene offers a number of healthy living programs, services, and educational opportunities. These opportunities include nutritious food and exercise programs, and health programs both in the U.S. and internationally.</p> <p>United States</p> <ul style="list-style-type: none"> All U.S. benefits-eligible employees may take advantage of robust programs that support employees' and their families' health, from preventive care to clinical support for chronic medical conditions. Each year, the Benefits and Wellness teams provide an array of webinars, sharing information on various health-related topics such as healthy heart programs and stress reduction. Health club reimbursement is available to eligible employees in the U.S. and Canada as well as certain countries in Europe and Latin America. On-site fitness centers and group fitness classes are available at certain Celgene facilities, with certified fitness professionals. 	Management Approach <i>(Continued)</i>	<ul style="list-style-type: none"> Healthy food alternatives are provided in workspaces and at meetings where Celgene provides cafeteria services. We support soccer, softball, tennis and other teams of employees that participate in local and community sporting leagues. On-site educational services cover topics such as anti-inflammatory diet, healthy eating on-the-go, and "ask the exercise specialist." There are on-site nurse practitioners at select U.S. locations to provide medical care to employees who experience episodic and acute illnesses while at work. We host health fairs at which employees can take advantage of free health services such as screenings for biometric wellness including blood pressure and cholesterol, bone density, and sun damage. We also host on-site flu clinics and mammography screenings at certain on-site locations as a convenient way for employees to participate in support of their health and well-being. Celgene also provides an Employee Assistance Program to employees and their families for confidential emotional well-being support. Licensed counselors are available to support with stress management, strengthening relationships, work/life balance, grief and loss, and more. At certain Celgene locations, there are wellness rooms available for employees who may want to have rest, quiet and/or prayer time during the day. <p>Canada</p> <p>In Canada, benefits-eligible employees are reimbursed for qualifying fitness-related activities and gym memberships. Also, there is an on-site wellness room and two fitness classes offered weekly. Employees also have access to wellness-related resources through an Employee and Family Assistance program.</p> <p>United Kingdom and Ireland</p> <p>Health and wellness are addressed in the United Kingdom & Ireland Affiliates through monthly visits to Celgene's Stockley Park facility with Occupational Health partners at Managed Occupational Health (MOH). The focus of these visits is on optimal personal health and guidance on having a healthy work/life balance. There is the opportunity to book a private appointment with a doctor from MOH to discuss any personal health concerns, and for those employees who are not based at Stockley Park, this can be via telephone or Skype. All our employees may receive an annual flu vaccination, either via a nurse attending our office or by providing a voucher which can be used at a national chain of pharmacies in both the United Kingdom and Ireland.</p>

(Continued on next page)

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location						
Management Approach <i>(Continued)</i>	<p>Switzerland Each year, Celgene's Boudry, Switzerland, International Headquarters offers an on-site health fair that addresses health and wellness topics and has blood pressure, healthy eye, cholesterol and balance checks. Informational sessions are presented by our Employee Assistance Program provider to address stress reduction, the benefits of healthy eating, smoking cessation and general program information.</p> <p>On a weekly basis, the Boudry infirmary is staffed by an occupational nurse and a doctor providing preventive medical checks, promoting good occupational health for Celgene employees, supporting absence management and occupational rehabilitation, and providing assistance with and knowledge of the mandatory system and insurances.</p> <p>Italy A healthy work/life balance is promoted through an advanced regulation of “smartworking,” strongly encouraged with a flexible working hours policy and with several in-office supportive services. The infirmary is available for local doctor visits and for an on-call physiotherapist whose activities are included in the flexible benefit plan.</p> <p>A Pilates course is also held once a week at the gym of the building in Milan, and healthy lifestyle awareness campaigns are now recurring appointments: sport, nutrition, mindfulness and preventive healthcare are the main topics.</p> <p>Australia and New Zealand A significant focus is placed on employee health and well-being within the Australia and New Zealand affiliate. The offices in Melbourne were specifically designed to ensure that natural lighting is available in each of the workstation areas and that the office space is surrounded by live plants and greenery. Having created an activity-based working environment, the office design also offers “private quiet areas” where employees may take some time to reflect, simply take a “mental health break,” or enjoy a spiritual timeout. There are also spaces provided for nursing mothers who need to express milk for their babies. They may do so in the comfort of a recliner in a private room and may store their expressed milk discreetly in a dedicated refrigerator located for convenience and privacy. End-of-journey facilities offer private bathroom and dressing facilities to promote bike riding, walking or running to work as an alternative to driving. In addition, the staff kitchen pantry is stocked with fresh fruit, nuts and other healthy snacks to promote healthy eating.</p> <p>Employees are offered a number of regular on-site health-focused events including annual flu shots just prior to the winter months, and annual health screens—including blood pressure testing, glucose, cholesterol and full blood screen testing—with medical consultation following. In recent years, mindfulness and health awareness programs have been provided, such as women's and men's health-related seminars. Our building management offers yoga and Pilates group sessions, offering employees an opportunity to exercise while socializing during their lunch break.</p>	404-2	<p>Programs for upgrading employee skills</p> <p>We offer various tools to help employees plan for their careers at Celgene: career ladders within specific functions and experience maps for key positions that map out important on-the-job experiences and capabilities needed for moving across and within areas of the business; mentoring/coaching opportunities to build future leaders within the organization; a 360 tool that aligns to our leadership success behaviors and gives deeper insight to our talent on where their strengths lie; and focus areas for increasing leadership effectiveness. Employees also have a robust career development tool that enables them to capture their experiences and career aspirations in one place to facilitate employee and manager discussions and match our talent with the right job experiences and career opportunities.</p> <p>Additionally, we encourage employees to partner with their managers to complete Individual Development Plans for growth and development.</p> <p>We have a formal annual performance review process with significant focus on ongoing dialogue and feedback throughout the year.</p> <p>We have formal feedback training and a mechanism to ask and receive feedback in a 360 service that is open to all employees. We also use technology to facilitate feedback in our Workday human capital management system. The 360 is a necessary prerequisite for gaining development insight prior to executive-level promotions.</p> <p>In order to track performance, we have formal dashboards for a variety of workforce metrics including hires, promotions, moves, terminations, spans and layers, spend, gender, and race/ethnicity (in the U.S.).</p>						
			<h3>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY</h3> <table border="1"> <thead> <tr> <th>Management Approach</th> <th>Explanation of the material topic, its boundary, and how it is managed</th> </tr> </thead> <tbody> <tr> <td>5</td><td> <p>Diversity and Inclusion: page 14 of this Report.</p> <p>It is the policy of Celgene Corporation to provide equal employment opportunities in all terms and conditions of employment. Our Equal Opportunity Policy, which applies to all employees in the U.S., provides that we will not discriminate against any qualified employee or job applicant with respect to any terms, privileges or conditions of employment regardless of race, color, religion, sex (including gender identity), sexual orientation, marital status, pregnancy, national origin, ancestry, citizenship, age, veteran status, physical or mental disability, or medical condition (including cancer or genetic information), or other legally protected classifications.</p> </td></tr> <tr> <td>405-1</td><td> <p>Diversity of governance bodies and employees</p> <p>Workforce Statistics: page 15 of this Report.</p> </td></tr> </tbody> </table>	Management Approach	Explanation of the material topic, its boundary, and how it is managed	5	<p>Diversity and Inclusion: page 14 of this Report.</p> <p>It is the policy of Celgene Corporation to provide equal employment opportunities in all terms and conditions of employment. Our Equal Opportunity Policy, which applies to all employees in the U.S., provides that we will not discriminate against any qualified employee or job applicant with respect to any terms, privileges or conditions of employment regardless of race, color, religion, sex (including gender identity), sexual orientation, marital status, pregnancy, national origin, ancestry, citizenship, age, veteran status, physical or mental disability, or medical condition (including cancer or genetic information), or other legally protected classifications.</p>	405-1	<p>Diversity of governance bodies and employees</p> <p>Workforce Statistics: page 15 of this Report.</p>
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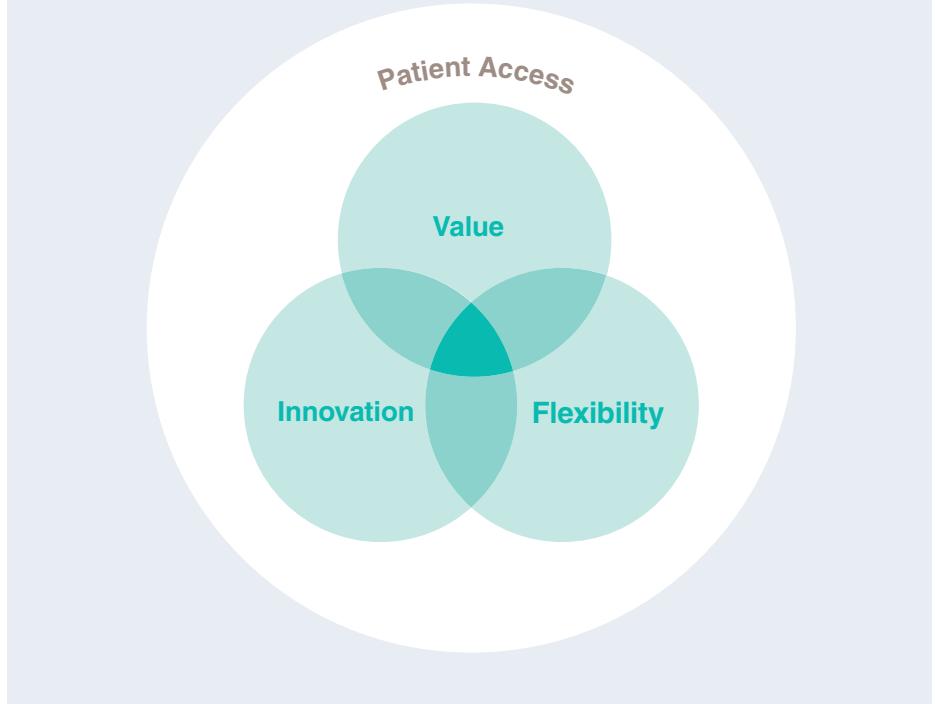
GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
GRI 408: CHILD LABOR AND GRI 409: FORCED OR COMPULSORY LABOR			
408-1 and 409-1	Operations and suppliers identified as having significant risk for incidents of child labor or forced labor		
8	Celgene is committed to compliance with all domestic and international laws and regulations regarding human rights, including the protection against child labor, forced labor, compulsory labor, infringements of indigenous rights and other human rights abuses. Celgene operations do not have any significant risks for incidents of these types of abuses, nor does our company create any types of situations where these types of incidents occur.		
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
414-2	<p>Negative social impacts in the supply chain and actions taken</p> <p>According to an analysis by the Pharmaceutical Supply Chain Initiative—a group of major biopharmaceutical and healthcare companies that sets expectations regarding labor, health and safety, environment, ethics and management systems—the following are the most material social issues for the pharmaceutical industry's supply chain, and may also be material for Celgene's supply chain.</p> <ul style="list-style-type: none"> • Worker protection • Business Integrity: Bribery and corruption • Process safety • Wages, benefits, working hours • Fair treatment • Product integrity/counterfeiting • Modern slavery, migration, human trafficking • Data privacy <p>The identification of these issues incorporates the potential or actual negative impacts throughout the supply chain.</p> <p>To address these risks, our Code of Business Conduct & Ethics, which applies to our suppliers and contractors where allowed by local law, dictates our expectations of appropriate business conduct. Additionally, we are members of the Pharmaceutical Supply Chain Initiative, have adopted the Initiative's Principles and are actively working with our peers to ensure better conditions for workers as well as supporting economic development and providing a cleaner environment for local communities.</p>		
GRI 415: PUBLIC POLICY			
Management Approach		Explanation of the material topic, its boundary, and how it is managed	
		Public Policy: pages 22 and 23 of this Report.	
415-1		Political contributions	
		Celgene has a Corporate Policy on Political Contributions and Lobbying that governs the company's lobbying and political activities. The policy governs both direct lobbying (requiring that any direct lobbying on behalf of Celgene be approved in advance and conducted in accordance with U.S. federal and state law) and grassroots lobbying (communicating with the public or a segment of the public encouraging contact with public officials on public policy issues).	
		Celgene complies with all U.S. federal and state laws regulating lobbying activities, including reporting and disclosure requirements. We file quarterly reports of our federal lobbying activity and biannual contribution reports in accordance with the Honest Leadership and Open Government Act of 2007.	
		Celgene is registered with the European Union Transparency Register established by the European Parliament and European Commission and supported by the Council of the European Union. This voluntary register and associated code of conduct provides citizens direct access to information about who is engaged in activities aimed at influencing the EU decision-making process, which interests are being pursued and what level of resources are invested in these activities. Celgene's registration to the Transparency Register is available here.¹	
		With respect to political activity in the U.S., Celgene's Corporate Policy on Political Contributions and Lobbying prohibits use of corporate resources on political activity except with respect to the Celgene Corporation Political Action Committee (Celgene PAC) and corporate political contributions in states where permitted by law.	
		The Celgene PAC is a voluntary organization funded by contributions from eligible employees. It is governed by the Celgene PAC Board, consisting of a cross-functional group of company employees that makes decisions on any political contributions made by the Celgene PAC or by the company.	
		These contributions are reported to the Federal Election Commission on a regular basis, available here,² and to state election commissions as required by law. In addition, to ensure transparency, information about all political contributions in the U.S. by the Celgene PAC or the company is provided in a semiannual report posted on the company website, categorized by state, candidate, political affiliation and amount.	

1. <http://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=37955905654-37>
 2. <https://www.fec.gov/data/>

GRI Standard UN SDG	Description Answer or Report location	GRI Standard UN SDG	Description Answer or Report location
GRI 416: CUSTOMER HEALTH AND SAFETY			
Management Approach	<p>Explanation of the material topic, its boundary, and how it is managed</p> <p>Patient Safety: page 10 of this Report.</p> <p>Risk Minimization and Management</p> <p>Celgene is proud to be a world leader in pioneering risk minimization techniques related to the safe use of medicinal products. Our Global Risk Management Oversight Committee (GRMOC) works to ensure that risks related to any of our commercial or investigational products are identified, assessed and managed effectively.</p> <p>The GRMOC is a cross-functional team that involves Celgene's Chief Medical Officer, Regulatory Affairs, Global Drug Safety and Risk Management (GDSRM), Medical Affairs, Legal, Compliance, and Clinical Research and Development. The GRMOC is chaired by the GDSRM Head of Global Risk Management.</p> <p>The objectives of our risk management activities are to protect patient safety by ensuring that the benefits of a particular product outweigh the risks. This process has three interrelated stages:</p> <ol style="list-style-type: none"> 1. We characterize the product's safety profile, including what is known and what is not known. 2. We plan pharmacovigilance activities (defined by the World Health Organization as the science and activities relating to the detection, assessment, understanding and prevention of adverse effects or any other drug-related problem) as a key component of effective therapy regulation, clinical practices and public health programs. These activities are used to characterize risks, identify new risks and increase knowledge about the safety profile of therapies. 3. If required, we plan and implement risk minimization and mitigation measures, and subsequently assess their effectiveness. 	Management Approach	<p>Explanation of the material topic, its boundary, and how it is managed</p> <p>Our products are marketed and distributed with thorough labeling and product information. Celgene develops labeling and informational material in compliance with regulatory bodies such as the U.S. Food and Drug Administration and the European Medicines Agency. See also Patient Safety on page 10 of this Report.</p>
416-1	<p>Assessment of the health and safety impacts of product and service categories</p> <p>Patient Safety: page 10 of this Report.</p>	417-1	<p>Requirements for product and service information and labeling</p> <p>All therapies currently marketed by Celgene are required to include labeling approved by the applicable regulatory bodies. Celgene's Regulatory Affairs Department is charged with enforcing the policies related to the labeling of marketed products. Celgene provides access to current labeling for our products on our external website.</p>



HOLISTIC APPROACH TO VALUE AND PRICING



Read Celgene's Value and Innovation Framework Report, which articulates how the company provides value for patients, the health system, the economy and society, and future innovation.



Value and Innovation Framework Report

2019 Report



When considering pricing for its therapies, Celgene follows an approach that recognizes the following four principles:



Principle 1: The price of medicines should be based upon the benefits they deliver to patients, healthcare systems and society.



Principle 2: Pricing should provide incentives for continued investment in discovery and development of innovative medicines.



Principle 3: Pricing flexibility among countries according to their financial circumstances permits broad global access.



Principle 4: Patients who can benefit from Celgene products should have access to them.



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CELGENE ANNUAL REPORT

Please find our most recent Annual Report on Form 10-K here: ir.celgene.com/annuals-proxies.cfm

Novlette Griffin was diagnosed with multiple myeloma