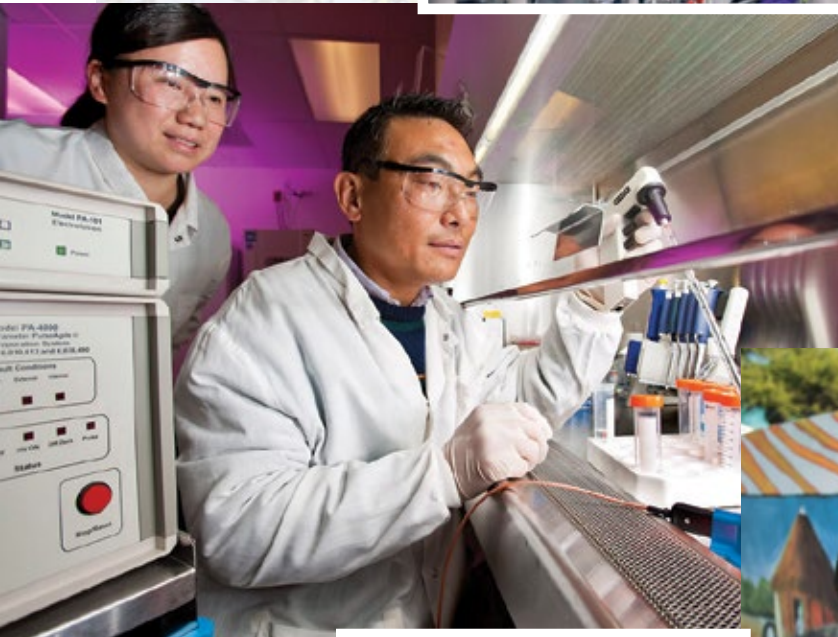


BRISTOL-MYERS SQUIBB

SUSTAINABILITY 2015 GOALS

Mid-Term Progress Report



Bristol-Myers Squibb



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Our Mission

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

Our Commitment

To our patients and customers, employees, global communities, shareholders, environment and other stakeholders, we promise to act on our belief that the priceless ingredient of every product is the integrity of its maker. We operate with effective governance and high standards of ethical behavior. We seek transparency and dialogue with our stakeholders to improve our understanding of their needs. We take our commitment to economic, social and environmental sustainability seriously, and extend this expectation to our partners and suppliers.

To our patients and customers

We commit to scientific excellence and investment in biopharmaceutical research and development to provide innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We apply scientific rigor to produce clinical and economic benefit through medicines that improve patients' lives. We strive to make information about our commercialized medicines widely and readily available.

To our employees

We embrace a diverse workforce and inclusive culture. The health, safety, professional development, work-life balance and equitable, respectful treatment of our employees are among our highest priorities.

To our global communities

We promote conscientious citizenship that improves health and promotes sustainability in our communities.

To our shareholders

We strive to produce sustained strong performance and shareholder value.

To our environment

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



"At Bristol-Myers Squibb, sustainability means conducting our business to help patients prevail over serious diseases in a manner that contributes to economic growth, social responsibility and a healthy environment now and in the future. I welcome you to our Sustainability 2015 Goals and Mid-Term Progress Report.

We are proud of the improvements implemented in pursuit of our goals to date. While challenges remain, we continue to focus on opportunities to meet our Sustainability Goals by 2015. For further information please visit our web site at bms.com/sustainability."

Sue Voigt, VP Environment, Health, Safety & Sustainability

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Our Mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Our Commitment is to pursue this Mission with integrity, transparency and support for economic, social and environmental sustainability.

For our patients ... this means driving results in the laboratory by discovering and developing innovative medicines that enhance and extend people's lives. It also means ensuring our medicines are available to the patients who need them, including those living in challenging circumstances.

Through the Bristol-Myers Squibb Foundation, we promote health equity and improve the health outcomes of populations disproportionately affected by serious diseases and conditions. In fact, the Foundation recently expanded its U.S.-based *Together on Diabetes™* program to China and India, the countries with the largest populations of people living with diabetes. The Foundation also completed the first successful phase of a five-country collaboration with the World Health Organization concerning the HIV/tuberculosis epidemic in sub-Saharan Africa, an initiative that represents an extension of the landmark *SECURE THE FUTURE®* program. And the Foundation continues to bring its expertise to bear on catalyzing community-based solutions in the U.S. to help communities reintegrate veterans and their families and to help ensure available mental health resources are appropriate and sensitive to their experiences.

Further, through the Bristol-Myers Squibb Patient Assistance Foundation, we provide free medications to qualifying U.S. patients with financial hardship and no insurance coverage. The Patient Assistance Foundation provides medications to qualifying patients in all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands. The company also has a program of pharmaceutical donations for disaster relief and the support of health systems for developing countries.

And we endorsed the Guiding Principles on Access to Healthcare issued in 2013.

For our communities ... our commitment expresses itself through our engagement in local communities, continued work with the United Nations Global Compact, integration of environmental considerations into our operations, and our Go Green and Earth Day initiatives. Over the past few years, we have increased our efforts to preserve natural resources, focusing on opportunities to reduce packaging and reduce energy and water use as well as greenhouse gas emissions. Indeed, since 2010, we have implemented more than 200 such preservation projects.

In 2012, we issued a new Human Rights Policy for our global operations, which supports the principles established under the United Nations Universal Declaration of Human Rights and which clearly articulates our practices and expectations in those countries in which we do business.

And for our employees ... our commitment is clear in the work we are doing to develop, enrich and recognize our people. We have reaffirmed our longstanding adherence to equal opportunity principles. We have rededicated ourselves to maintaining a work environment that values diversity and that embodies fairness, equity and respect. Taken together, we continue to place an emphasis on maintaining an atmosphere designed to promote a good work product and a good work experience.



Going forward, we will build on the progress we have made toward our Sustainability 2015 Goals. We will stay true to our Mission. We will remain firm in our Commitment. And in so doing, we will continue to be guided by a strong set of company principles and practices that place a premium on compliance, business ethics and personal integrity – principles and practices that contributed to our top five designation on the 2012 and 2013 *Corporate Responsibility* magazine lists of the “100 Best Corporate Citizens.”

Again, at Bristol-Myers Squibb, people are at the center of everything we do. We are therefore determined to do it right.

Thank you.

A handwritten signature in dark ink, consisting of a stylized first name and a more formal last name.

Lamberto Andreotti
CEO, Bristol-Myers Squibb

SUSTAINABILITY 2015 GOALS

Our Sustainability 2015 Goals address a broad spectrum of company responsibilities to our stakeholders, including patients and customers, employees, global communities, shareholders and the natural environment. These goals focus attention on areas of great importance to the future success of the company's BioPharma strategy and to the health and well-being of our global communities.

Goal	By 2015 We Will
To our patients and customers:	
Address focused unmet medical needs to improve health	Develop and commercialize medicines that address serious diseases Improve health outcomes by partnering to strengthen health care infrastructure, services and education Increase transparency and access to information on our medicines
Enhance the environmental and safe handling aspects of our medicines throughout their life cycle	Integrate design principles (e.g., green chemistry and safe handling) throughout new product development and commercialization Reduce packaging waste by 5 percent
To our employees:	
Provide a safe and healthy work environment	Achieve injury and illness rates in top 25 percent of pharmaceutical industry performance, with rates improving
Achieve a high performing work force as a recognized employer of choice	Build and develop a globally diverse leadership and talent pipeline
To our global communities:	
Increase key supplier sustainability aligned with our Commitment	Expand principles of sustainability and performance indicators at key suppliers
Educate and engage our organization to actively drive progress in environmental and social responsibility	Increase employee understanding and commitment to implement sustainability initiatives
To our environment:	
Improve the environmental footprint of our company	Reduce total energy use and greenhouse gas emissions by 15 percent Reduce total water use by 10 percent
And to our shareholders:	
Financial benefits, enhanced reputation and risk reduction	

SUSTAINABILITY ACCOMPLISHMENT HIGHLIGHTS

Sustainability 2015 Goal

Summary of Accomplishments

Address focused unmet medical needs to improve health



Supplied medicines to improve health:

- Key innovative medicines: 15 medicines available in 66 countries
- Other Medicines: 80 medicines available in more than 100 countries

Improved transparency with launch of Access to Medicines web site

<http://bms.com/responsibility/access-to-medicines/Pages/default.aspx>

Endorsed the Guiding Principles on Access to Healthcare <http://gpah.bsr.org/>

Provided grants and giving in 2011 & 2012:

- Patient Assistance Foundation (U.S. only) donation value at wholesale list price: about \$1,150 million
- Total patients served: 2011 – 252,000; 2012 – 220,000 (approximate)
- Corporate giving (worldwide*): \$220.1 million (including product donations for developing countries - \$133 million)
- Independent Medical Education (worldwide) \$80.2 million

Our Bristol-Myers Squibb Foundation supported programs in type 2 diabetes, HIV/AIDS, hepatitis B and C, cancer and mental health with donations totaling \$60.1 million worldwide in 2011 & 2012

* Excludes Bristol-Myers Squibb Foundation; includes cash, product not provided by Patient Assistance Foundation, other assets.

Enhance the environmental and safe handling aspects of our medicines throughout their life cycle



Completed process greenness scorecard for small molecules in development

Developed draft biologics process greenness scorecard

Improved manufacturing process for a product in development for treatment of hepatitis C, with projected savings up to 2,000 metric tons of waste per year, should the product receive approval and meet anticipated demand

Funded American Chemical Society Green Chemistry Institute grants

Published two green chemistry manuscripts in 2012:

- Use of the Electronic Laboratory Notebook to Facilitate Green Chemistry within the Pharmaceutical Industry
- The Green Chemistry Approach to Pharma Manufacturing

Reduced the amount of packaging material purchased by about 930 tons from 2009 through 2013, a significant contribution toward our 5 percent goal

Provide a safe and healthy work environment

Achieved continuous improvement in recordable case rate (-14 percent) and days away from work case rate (-12 percent) through 2012, based on a three-year rolling average

Achieved performance in the top 25 percent for recordable case rate among similar companies, based on most recently available industry data (2011) from the U.S. Bureau of Labor Statistics

Year long 'Make Every Month Safe' campaign, launched in June 2011, now ongoing and promoting a culture of safety and wellness at work and at home



Achieve a high performing work force as a recognized employer of choice

Tracking 2013 employee survey results

Established Diversity Council chaired by CEO

Achieved top 10 ranking in *Corporate Responsibility Magazine's* "100 Best Corporate Citizens" (2013) for 5th consecutive year

Ranked among "Top 50 Companies for Executive Women" by the National Association for Female Executives (NAFE) (2013) for 11th consecutive year

Ranked among "Top 50 Companies for Diversity" by DiversityInc

Named a Best Place to Work for LGBT Equality by Human Rights Campaign for 8th straight year



Increase key supplier sustainability aligned with our Commitment

Completed the CDP supply survey with 48 suppliers, representing about \$1.4 billion in spend
Achieved a position on the CDP S&P 500 Climate Disclosure Leadership Index
Introduced Third Party Standards of Business Conduct and Ethics language for supplier contracts
Collaborated as a board member of the Pharmaceutical Supply Chain Initiative

Educate and engage our organization to actively drive progress in environmental and social responsibility

Increased communications on sustainability topics with employees, including development of a dedicated page on Yammer social media
Included question for feedback on commitment to sustainability in annual companywide survey
Engaged employees with annual Go Green Earth Day celebrations at more than 50 sites worldwide
Broadcast Sustainability events on BMS-TV

Improve the environmental footprint of our company**

Decreased total energy use by 8.1 percent absolute from 2009 through 2012

Enhanced companywide energy management through implementation of more-detailed energy scorecard

Prioritized energy reduction opportunities and focused on chiller plant, steam and HVAC system optimization

Reduced total greenhouse gas emissions by 6.5 percent from 2009 through 2012

Established Water Council to assess and implement projects to reduce water use further and drive towards our goal

Due to growth impacts, water use increased by 2.1 percent from 2009 through 2012

**Since 2010 Bristol-Myers Squibb has acquired several companies that are now under our operational control. To maintain our 2015 goal program in a manner that proper comparisons can be made we have excluded these acquisitions from the 2015 goals and are establishing site-specific goals. In 2012 these acquisitions accounted for approximately 2.7 percent of our energy use, 2 percent of our greenhouse gas emissions and < 1 percent of our water use.



SUSTAINABILITY HIGHLIGHTS



Bristol-Myers Squibb Joined the United Nations Global Compact

Aligned with our Commitment to our global communities, Bristol-Myers Squibb was accepted as a participant of the United Nations Global Compact. It is the world's largest voluntary corporate citizenship and sustainability

initiative and includes a set of 10 principles covering human rights, labor, environment and anticorruption.

Bristol-Myers Squibb Foundation's *Together on Diabetes™* Extended to China and India

In its first two years, *Together on Diabetes™* awarded \$43.2 million to 21 grantees working in 28 states and more than 50 communities in the United States. Since the

expansion of the initiative to China and India in 2012, \$3.37 million has been awarded for seven projects in those countries. China, India and the U.S. have the most people living with diabetes. "We are enormously proud of the work of our *Together on Diabetes™* grantees and partners," said John Damonti, president, Bristol-Myers Squibb Foundation. "They are engendering hope in those hardest hit by the diabetes epidemic and transforming communities." Bristol-Myers Squibb and the Bristol-Myers Squibb Foundation have pledged \$115 million over five years to this initiative.

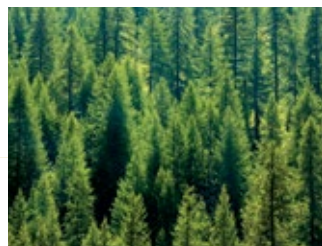


Bristol-Myers Squibb Germany Reduces Carbon Footprint

To offset the CO₂ emissions of the Sales Fleet in Germany (about 500 cars), Han Steutel, European VP & General Manager Germany, supported the planting of 55,000 trees within the last three years in the surrounding area of Munich.

SELECTED RECOGNITION FOR SUSTAINABILITY

Bristol-Myers Squibb has been internationally recognized for sustainability practices and as a socially-responsible investment. Our recent recognitions include:



From 2009 to 2012, we have reduced our total annual greenhouse gas emissions by about 28,000 metric tons, which is equivalent to the annual greenhouse gas emissions of about 5,800 passenger vehicles, the carbon dioxide emissions from electricity use of nearly 4,200 homes over one year, or the carbon sequestered annually by 9,300 hectares of pine or fir forests (based on U.S. EPA's Greenhouse Gas Equivalencies Calculator).



Bristol-Myers Squibb Funds Green Schools Fellowship to Help New Jersey School Districts Create Healthier, More Sustainable Learning Environments

A \$100,000 grant from Bristol-Myers Squibb supports a Center for Green Schools Fellow

placed by the U.S. Green Building Council at the New Jersey School Boards Association.

The Fellow will work with leaders from the state's 586 public school districts to provide direction, training and resources toward greening school buildings. A pilot will focus on the Trenton and New Brunswick public schools.



Bristol-Myers Squibb Foundation-World Health Organization ENGAGE-TB Project

Leveraging the legacy and infrastructure of its landmark *SECURE THE FUTURE*® program to help communities in sub-Saharan Africa address HIV/AIDS, the Bristol-Myers Squibb Foundation is collaborating with the World Health Organization (WHO)

to help HIV patients who are also developing tuberculosis (TB). During Phase I (May 2011-April 2013), the project focused on defining the global policy and program environment while also accelerating implementation of successful community models for tracking and treating people living with HIV who developed or are at risk of TB.



Bristol-Myers Squibb
Together we can prevail.®

This brochure contains highlights from Bristol-Myers Squibb's online sustainability report.
For complete and up-to-date information, visit bms.com/sustainability

This 2013 Sustainability Progress Report contains certain forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements involve substantial risks and uncertainties that could cause actual results to differ materially from the expectations or estimates reflected in the forward-looking statements.

The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

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