Bristol Myers Squibb®

2024

Building a Better Future Report

Science, Patients, Progress

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Bristol Myers Squibb®

1 Introduction & Commitment

Our approach to science, patients, progress

About this Report

Our report describes our commitment to "Building a Better Future." It describes our performance on sustainability and social impact topics, and contains primarily non-financial disclosures covering the period from January 1, 2024, through December 31, 2024.

Certain company updates, such as select signature programs; acquisitions or partnerships launched, announced or approved in the first quarter of 2025; or other relevant information from 2025, may be included in this report and will be noted. Please read this document in conjunction with our 2025 Proxy Statement and our Annual Report.

Reporting Frameworks

Our "Building a Better Future" sustainability and social impact report is designed to provide increased transparency and additional disclosures informed by leading reporting frameworks and initiatives, including the:

- Sustainability Accounting Standards Board (SASB)
- Global Reporting Initiative (GRI)
- CDP (formerly the Carbon Disclosure Project)
- Science Based Targets initiative (SBTi)
- United Nations Sustainable Development Goals (U.N. SDGs)
- United Nations Global Compact (UNGC) Communication on Progress (CoP)

This report is also informed by the Biopharma Investor Environmental, Social and Governance (ESG) Guidance 4.0, which was developed by the Biopharma Investor ESG Communications Initiative, part of the Biopharma Sustainability Roundtable.

In a world of evolving legislation, regulatory preparedness is a top priority for Bristol Myers Squibb (BMS); therefore, we are actively working to appropriately align with new regulations such as the European Union's (E.U.'s) Corporate Sustainability Reporting Directive (CSRD) and the International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures.

External Verification

Bristol Myers Squibb expects to release its environmental data in June 2025, which will include limited assurance of BMS' 2024 greenhouse gas (GHG) emissions, energy and water data.

U.N. Sustainable Development Goals

BMS' mission, vision and values align with the United Nations Sustainable Development Goals.

About Bristol Myers Squibb

Bristol Myers Squibb is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

We are motivated by the power and the promise of science. To address the unmet medical needs of patients with serious diseases, we are accelerating the development of new medicines for patients around the world, using differentiated research platforms and leading technology. These innovations are positioning us to be more productive, agile, efficient and, above all, fast. Beyond the impact of our medicines, we are working responsibly to advance access and health equity around the world.

Evolution is in our DNA, and we are transforming our business to position BMS for success and value creation over the long term. We have evolved our Sustainability and Social Impact strategy to focus primarily on advancing patient health around the world and on fostering a high-performing, inclusive workforce while expanding the boundaries of science and doing our part to reduce environmental impact.

Our Focus Areas

- Oncology
- Cardiovascular
- Hematology
- Neuroscience
- Immunology

Transforming patients' lives through science™

Our Mission

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

Our Vision

To be the world's leading biopharma company that transforms patients' lives through science

Our Values

- Integrity
- Passion
- Innovation
- Accountability
- Urgency
- Inclusion

Letter from Our Board Chair & CEO

Who are you working for?

This is one of the first questions new employees are asked when they start at Bristol Myers Squibb. That's because many of our colleagues have a loved one either waiting for a necessary medicine or who needed one. Centering ourselves around our "who" is a deeply personal way for each of us to connect to BMS' vision of transforming patients' lives through science.

At Bristol Myers Squibb, we are rooted in our mission to discover, develop and deliver safe and effective medicines for patients. We work to cultivate a high-performing, patient-centric workforce focused on our core values of integrity, urgency, accountability, innovation, passion and inclusion.

Valuing the perspectives of our global colleagues fosters greater collaboration and helps us work toward shared goals to deliver even more for patients. By incorporating various backgrounds and experiences, we underpin our science-driven approach to inclusive research and the importance of partnering with a wide array of businesses. When our corporate practices align with the communities in which we operate and serve, we realize shared success, growth and long-term sustainable value.

At BMS, we also recognize the importance of providing transparent ESG disclosures for our stakeholders. To support these efforts and meet the needs of a dynamically evolving global environment, we regularly review our Sustainability and Social Impact goals to assess that they still meet the needs of where the business is today.

We checked off many goals that we achieved earlier than anticipated and embedded these into our operational ways of working.

Our Sustainability and Social Impact approach remains tightly integrated with our business strategy. It is centered on advancing equitable access for all patients and expanding the boundaries of science to address unmet patient needs while doing our part to reduce our environmental impact.

Here is some of what we achieved in 2024:

Advancing Patient Health Around the World

Patients, no matter where they live, still encounter challenges to accessing medicines and healthcare services. We believe in long-term sustainable solutions to address health issues globally, and we are strategically allocating capital and resources to develop new pathways to expand access to patients in low-, middle- and high-income countries. Today, we have defined access pathways for every country in which our medicines may be available to patients.

To deliver on our commitment, in 2024, we launched ASPIRE (Accessibility, Sustainability, Patient-centric, Impact, Responsibility and Equity)—a 10-year strategy to advance access to our treatments and help patients in low- and middle-income countries (LMICs) benefit from our medicines.

BMS has made significant strides in environmental sustainability and social impact. Coupled with our ongoing emphasis on transparency and ethical governance, we aim to provide long-term value creation and positive impact for our patients, our people and the planet.

Through **ASPIRE,** we've expanded access in LMICs through: **11 new product filings** and reached **128,000 patients**

Expanding the Boundaries of Science

Giving patients hope and delivering life-changing medicines is what inspires our employees each day.

What **motivates** us is the **power of science.**

Today, we have an increasingly younger and more diversified portfolio to deliver life-changing treatments to patients.

In 2024, Cobenfy™ and Opdivo Qvantig™ were breakthroughs from BMS' growth portfolio of best-in-class and first-in-class therapies. We were excited when Cobenfy, our oral medication for the treatment of schizophrenia in adults, received approval from the U.S. Food and Drug Administration (FDA) last year. It represents the first new mechanism of action for schizophrenia in decades and introduces a fundamentally new approach to treating it. In addition, last December, we received approval for Opdivo Qvantig to treat solid tumors in a way that may provide faster delivery for patients with certain cancers. This advancement can offer patients and caregivers more flexibility along an already challenging journey.

Sustaining Our Planet

In 2024, we received validation for our near-term and Net-Zero science-based targets from the Science Based Targets initiative (SBTi), highlighting our progress in reducing emissions across our operations and supply chain. Our SBTi-approved targets are a testament to our dedication to science-based solutions to global challenges.

BMS is focused on achieving a 55% reduction in Scope 1 and Scope 2 GHG emissions, as well as Scope 3 emissions from fuel- and energy-related activities (FERA) by 2033. We are also working closely to engage our suppliers in their development of science-based targets by 2028. These targets reflect our belief that a healthy environment is critical to healthy communities and healthy people.

Our commitment to Sustainability and Social Impact remains a critical focus for BMS. We embrace collective responsibility and are working toward shared goals with creativity, urgency and efficiency in order to define what's possible for the future of science and the patients we serve.

Thank you for your interest in Bristol Myers Squibb.

CHRISTOPHER S. BOERNER, P.H.D.
BOARD CHAIR AND CHIEF EXECUTIVE OFFICER
AT BRISTOL MYERS SQUIBB

Our Approach to Sustainability & Social Impact

Bristol Myers Squibb is committed to the health of our patients, our people and the planet.

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. As a responsible corporate citizen, we seek to actively improve the health of the communities where we live, work and serve. Around the globe, we promote health equity and seek to promote the health outcomes of populations disproportionately affected by serious disease. We believe our inclusive and engaging culture yields better results for all patients and we seek unique perspectives in all aspects of our business.

Our Sustainability and Social Impact strategy is interconnected with our company's core strategy and is focused on three pillars:

Advancing Patient Health Around the World

Striving for patients to have equitable access to innovative medicines, regardless of their location or ability to pay

Expanding the Boundaries of Science

Addressing high unmet patient needs for life-transforming medicines while seeking to support a more inclusive and sustainable future for clinical research

Fostering a High-Performing & Inclusive Global Workforce

Aspiring to ensure that our people are at their best so we can optimally deliver for our patients

Identifying the issues that credibly drive sustainable value creation involves expanding the lens when developing long-term strategic plans, identifying and mitigating material risks, and recognizing emerging growth opportunities.

Stakeholder Engagement

At BMS, we actively engage with stakeholders based on their ability to help define unmet medical needs, their importance to our operations, and the insights they provide. For instance, we engage with patients, family caregivers and healthcare providers for product information; with investors on financial performance and business strategy; and with communities to foster collaboration and support. This ongoing dialogue allows us to remain responsive to feedback and attuned to stakeholder expectations. For more details on stakeholder groups, their interests, and outcomes of our interactions, please see Stakeholder Engagement on our website.

Investor Engagement

We continued proactive engagement with investors, reaching out to over 50 of our top shareholders, representing approximately 52% of our voting shares outstanding.

Our management evaluates ESG materiality annually, so that BMS can regularly review existing and emerging risks and opportunities related to our Sustainability and Social Impact goals. These efforts support our commitment to address our company's most relevant topics, contribute to better risk management and resiliency, and support long-term value creation.

We are continuing to enhance our reporting and disclosures through voluntary reporting, and are building greater capabilities to align with upcoming ESG-related regulatory reporting requirements.

Recent Sustainability & Social Impact Highlights

15M+ **people reached** through BMS' health equity grants (2020–2024)

>80 **low- and middle-income countries (LMICs)** have potential direct import access for **14** BMS medicines

11 **new product filings** in low- and middle-income countries

~13.1M **patients** reached globally*

25+ **assets** in early-stage clinical development

10 BMS celebrated its **10th annual Global Patient Week**

~43% **of clinical trial sites** were located in highly diverse areas of the U.S.†

~41% **of BMS employees** are members of one or more of our People and Business Resource Groups (PBRGs)‡

23 **approvals from the FDA** and other major markets in 2024

15 consecutive annual **dividend increases**‡

92nd **consecutive year** that BMS has paid a dividend§

In 2024, **BMS received SBTi target approval**

>7,500 **volunteer hours logged** by BMS employees worldwide

Our first Virtual Power Purchasing Agreement (VPPA) for accessing electricity from the Cattlemen Solar Park in Texas went online, allowing nearly 140,000 megawatt hours (MWh) of our U.S. electricity footprint to be carbon free

* Excluding established brands (Baraclude, Abraxane, Vidaza, Reyataz and Nulojix) † Defined as 30%+ non-white ‡ PBRGs at BMS are inclusive and open to all employees. § Data for 2025

Bristol Myers Squibb®

2 Operating with Integrity

The foundation of science, patients, progress

Corporate Governance & Risk Management

Operating our company in a reliable, efficient, transparent and ethical manner enhances our ability to mitigate risk for our stakeholders.

Our Board of Directors is responsible for risk oversight as part of its fiduciary duty of care to monitor business operations effectively—and this includes risks and opportunities that cover a broad range of issues from human rights to climate change.

In recent years, we have enhanced our sustainability and social impact oversight, which is the focus of this section. Additional details on Board committees, corporate governance guidelines, Board operations and communications are in our Proxy Statement.

Sustainability and Social Impact Oversight

Our Sustainability and Social Impact practice is part of the Corporate Affairs function, and this team works closely with our Sustainability and Social Impact Council, a cross-functional management committee comprising senior executives and subject matter experts. As the primary governance body for these matters, the Council reports to the company's Executive Leadership Team and the Board's Committee on Directors and Corporate Governance (CDCG).

Our Sustainability and Social Impact strategy is fully aligned with our corporate strategy and was established following a formal assessment of priority issues.

As outlined in our Sustainability and Social Impact operating model, the Sustainability and Social Impact Council is responsible for identifying and prioritizing risks and opportunities, as well as assisting in the development and execution of BMS' overall Sustainability and Social Impact strategy.

In addition, as sustainability and social impact relates to our incentive programs and management of human capital, the Board's Compensation and Management Development Committee (CMDC) provides oversight and input. The Board's other committees may also provide oversight on certain topics consistent with their respective charter responsibilities. In multiple meetings per year, the Board discusses sustainability and social impact topics, including updates on emerging trends. See page 47 of this report for more on our Sustainability and Social Impact governance model.

Importantly, sustainability and social impact issues are fully integrated during our Enterprise Risk Management (ERM) review.

Enterprise Risk Management

Effective risk management allows Bristol Myers Squibb to achieve our business objectives, generate value for our stakeholders and provide the highest-quality biopharmaceutical products. We use consistent and effective processes for risk identification, monitoring and mitigation, as well as incident management related to employee and environmental protection, facilities and assets, products, compliance, reputation and communications.

Our Enterprise Risk Management group and our Enterprise Risk Committee (ERC) both play critical roles in identifying and managing risks and opportunities. The ERC's remit includes confirming our legal and regulatory compliance and upholding our principles of integrity. The ERC provides ongoing updates to our Board of Directors (including the Audit Committee) and our Executive Leadership Team regarding our company's enterprise risk profile and risk mitigation strategies.

BMS' Risk Management Process

BMS Risk Management is an integrated approach for addressing the company's complete risk universe, which affects strategic objectives.

Risk Management is the convergence of a top-down view (e.g., business units) of risks to effectively identify, assess, mitigate and report on risks.

The Executive Leadership Team, with Board oversight, is responsible for setting company tone and culture, and providing risk oversight. Day-to-day risk management activities, such as risk recognition and reporting, are the joint responsibility of business units, risk management functions and our Internal Audit group.†

BMS' Risk Universe includes all possible risks that could impact the business—including financial, operational, compliance and strategic risks. We maintain a taxonomy to classify these risks into categories for effective management and reporting.

† Internal Audit is an independent assurance function providing advice to management and the governing body on the adequacy and effectiveness of governance and risk management, with primary accountability to the Audit Committee.

Business Resilience Program and Business Continuity Management

At BMS, our Business Resilience Program provides the ability to quickly respond and adapt to disruptions while maintaining continuous business operations and safeguarding people, assets and our overall brand. The program:

- Identifies and plans for operational risks, resiliency and mitigations via business continuity planning and crisis management planning
- Supports adaptability to the risk environment under changing circumstances by identifying and driving response and recovery activities to both potential and existing significant areas of risk to operations

The Business Resilience team engages with BMS leadership throughout the year to discuss the evolving risk landscape. Reporting through Legal, the team partners across the organization to ensure best-in-class readiness, making use of artificial intelligence (AI), predictive risk analytics, scenario planning and stress test exercises. Our Global Response and Operations Center has extensive capabilities spanning employee and site protection, crisis management, travel security, event security, program support, and training and awareness.

Climate Risk Mitigation

At BMS, we take a holistic approach to evaluating climate risks, and we consider the entire value chain, along with multiple time horizons. This proactive approach to risk management not only protects our operations, but also creates value for all stakeholders, including our patients, employees and global communities. We utilize climate scenario analysis as one of our tools to understand the potential implications of different climate-related risks—assessing the nature, likelihood and magnitude of risks against a scale, aligned with ERM.

The insights gained from our climate risk assessments are presented to the ERC to ensure that emerging climate risks and trends are accurately reviewed and considered as part of our ERM. More information is available in our Climate Change Report.

Executive Compensation

For 2024, we linked goals from our Sustainability and Social Impact commitments as a metric for the measurement of company performance as part of our executives' annual bonus program.

Please refer to our Proxy Statement for a detailed overview of our executive compensation.

Our Policies and Positions

During 2024, we adopted new policies while strengthening existing policies and positions related to governance, including those related to:

- Animal Welfare
- Anti-Bribery and Anti-Corruption
- Global Access and Pricing
- Human Rights
- Tax Policy

Business Continuity Management

BCM Governance, Strategy and Expertise	Exercising and Lessons Learned
• Builds resilience to, and ability to recover from, major threats to critical functions • Maintains continuity for critical functions and minimizes downtime due to business interruptions	• Drives strategic exercising to stress-test resilience capabilities and drive plan improvements • Provides exercising expertise toolkit in support of functional exercises

+ Predictive Risk and Crisis Response

Predictive Risk Resilience	Crisis Response
• Drives proactive risk intelligence and data-driven readiness • Strengthens dynamic cross-functional planning and response	• Ensures that crisis response is in place across the enterprise • Supports or leads crisis response teams as needed

Our Value of Integrity

Acting with integrity and striving to uphold the highest standard of moral and ethical behavior have both been at the core of BMS since the company was founded over a century ago.

The values and principles in our mission and commitment are applied in our Principles of Integrity: Our Standards of Business Conduct and Ethics, and they guide the actions we take and the decisions we make throughout the normal course of business. We updated our Principles of Integrity in 2024. These inform our interactions with our employees, patients, customers, shareholders and the global community. These Principles serve as the foundation for BMS policies and procedures, and are a significant element of our Compliance program. You can find our Principles here in 16 languages.

In addition to our Principles of Integrity, BMS also has Codes of Conduct and Ethics for roles with specialized responsibilities, including:

- Code of Business Conduct and Ethics for Directors
- Code of Ethics for Senior Financial Officers
- Standards of Business Conduct and Ethics for Third Parties

The Standards of Business Conduct and Ethics for Third Parties (3P Standards), also updated in 2024, apply to third-party companies with whom BMS has agreements, such as suppliers, consultants and joint ventures, as well as co-promotion and research partners. Third parties are encouraged to abide by our Standards of Business Conduct and Ethics for Third Parties. Under these standards, third parties are expected to have processes and/or systems in place to support operating in compliance with all applicable laws, regulations, guidelines and industry codes, including those related to privacy and data protection. Updated in 2024 and translated into multiple languages, the 3P Standards include our expectations on Human Rights and Labor Practices, the Environment, Occupational Health, Safety and Sustainability, as well as Business Conduct, Ethics and Governance.

Required Compliance Training

All BMS employees must complete assigned compliance and ethics training successfully. The Principles of Integrity course is mandatory for all employees every two years. Additionally, BMS managers of people, senior-level managers, and other employee groups are required to complete additional courses that are tailored to their specific roles at various intervals. Core courses include:

- Principles of Integrity
- Compliance Essentials for Managers
- Interactions with Healthcare Providers and Healthcare Organizations
- Data Protection and Privacy

Our updated Principles of Integrity course includes the following topics: the Responsible Use of Artificial Intelligence (AI), the Responsible Creation and Management of BMS Information, Insider Trading, Anti-Bribery, and Non-Discrimination and Anti-Harassment.

During the past year, we developed a new training course, “Confident Leadership: Compliance Essentials for Managers,” which was launched in the first quarter of 2025 for managers with supervisory responsibilities. We also plan to launch new training for decision makers in early 2025 to introduce our DAI model, which clarifies roles for decision makers (D), advisors (A) and informed stakeholders (I).

Contractors and partners with a BMS ID must complete our data protection and privacy training.

The Bristol Myers Squibb Integrity Line is a telephone and web-based confidential reporting system hosted by NAVEX Global, where employees can report any violations stated in our Principles of Integrity, ask for guidance related to policies and procedures, and provide positive suggestions and stories.

In 2024, there were

828 contacts

to the BMS Integrity Line

Ethical Business

BMS operates in a complex, competitive and highly regulated industry.

Adherence to our Compliance and Ethics program enables our company and our employees to make good decisions that transform patients' lives through science. As a global organization, we must comply with the laws in the countries and states in which BMS operates. In addition, because BMS is a public company based in the U.S., some U.S. laws apply to BMS businesses outside of the U.S.

Anti-Bribery and Anti-Corruption

BMS is committed to conducting business in compliance with international anti-bribery and anti-corruption laws and standards. We conduct our business lawfully and forbid bribery, kickbacks or improper payments anywhere in the world, even if the refusal to make such a payment may result in BMS losing a business opportunity. We do not offer any improper payments, benefits or anything of value in order to influence decisions, obtain or retain business, or otherwise secure any improper advantage. Regardless of local customs and practices, giving or accepting a bribe is a violation of the BMS Principles of Integrity.

Global Tax Policy

Tax is a critical element of our corporate responsibility and part of our commitment to ensure that we are operating in a way that is ethical and responsible. We actively seek to comply with tax laws in the countries in which we operate (including at the federal/national and regional/local levels), and we seek to submit correct tax returns on time. We also strive to act with integrity and to avoid illegally engaging in tax evasion or tax fraud.

Human Rights

We continue to evolve our human rights program by strengthening our policies, building greater efficiencies across the organization and enhancing transparency. Our ongoing efforts also include evolving our due diligence and risk assessments, as well as reinforcing our commitment to accountability and responsibility in line with global standards.

Additional areas of focus include:

- Driving operational enhancements that provide greater visibility of our value chain
- Improving monitoring and engagement, and advancing supplier obligations
- Establishing new supplier risk assessment and mitigation models to include third-party monitoring, remediation/corrective actions and escalation processes
- Establishing greater governance, including newly formed roles and responsibilities

BMS will continue to advance its Human Rights strategy, remaining aligned with globally recognized human rights principles. Ongoing plans include internal and supplier-focused education and training, the development and implementation of targets and metrics, and increased due diligence across the value chain.

For more information, please read our full Global Position Statement on Human Rights.

BMS' global approach to taxation includes tax strategy, tax governance, control and risk management, and stakeholder engagement. Details of our tax policy can be found here.

Responsible Marketing

We market our products based on efficacy, safety and value, ensuring that our promotional materials help healthcare professionals and patients understand the clinical profiles of our products, including both the benefits and the risks. BMS strives to ensure that our external communications are presented in a way that is truthful, accurate and not misleading, with all appropriate contextual information and disclosures to provide information that assists stakeholders in making informed decisions in accordance with all applicable laws, regulations and codes. BMS employees are trained in responsible marketing and advertising.

At BMS, we believe that responsible direct-to-consumer (DTC) advertising, where permitted, can foster informed conversations between patients and their healthcare providers, while also educating and encouraging patients to adhere to prescription drug treatments prescribed by their doctor.

Responsible AI Use

BMS established its Principles for Responsible Artificial Intelligence in 2023 to define ethical standards and practical requirements for the development, deployment and use of this evolving technology, including:

- Accountability for compliant and effective use of AI, which extends to our partners
- Fairness and equity in design and implementation, taking steps to avoid unintended bias
- Employment of technology that is dependable and safe
- Privacy and data protection through control and transparency
- Transparency and clarity about how the technology functions and how the output will be used
- Empowerment of people to responsibly design and deploy technology aligned with BMS' values

Protecting Our Patients: Cyber Security & Data Privacy

Managing Cyber Security Risk

BMS is committed to protecting our assets and data from an evolving cyber-threat landscape by constantly evolving our cyber defenses to minimize impacts from cyber threats.

We are particularly focused on addressing emerging cyber security risks in these four areas:

1 Human Risk

Phishing attacks and social engineering attacks remain among the most common causes of data breaches.

2 Third-Party Supply Chain Risks

Threat actors continue to target supply chains to compromise a greater number of victims.

3 System Vulnerability Risks

Threat actors continuously target vulnerabilities due to misconfiguration or vulnerability of internet-accessible services.

4 Geopolitical Risk

Tensions and conflicts around the world are often accompanied by an increase in sabotage, espionage and cyber attacks.

Cyber Security Guidance and Governance

In developing our cyber security protocols, we strive to adhere to all global cyber regulations. In the United States, we follow U.S. Securities and Exchange Commission (SEC) guidance by assessing cyber security incidents; disclosing such incidents that we determine to be material; and detailing our cyber security risk management, strategy and governance practices. Additionally, we use the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework to guide the maturity of our cyber security program.

Our Board's Audit Committee oversees BMS' enterprise risk assessment and risk management policies and guidelines, including risks related to cyber security matters. Cyber security and data privacy are on the agenda of our Board of Directors and its Audit Committee at least annually, covering such topics as emerging threats and trends relevant to BMS, updates to our cyber security program and related metrics, updates on the evolving regulatory landscape and SEC rules, AI in security, and industry-relevant events. BMS' Chief Information Security Officer (CISO) and Chief Digital and Technology Officer, as well as senior management, oversee our cyber security program. Additional details about BMS' cyber security functions, reporting and incident responses can be found in the Cyber Security section of BMS' 10-K.

Building a Culture of Cyber Readiness

BMS employs a risk-based approach to cyber security, identifying and prioritizing potential threats to critical business functions and data. Regular assessments and updates help ensure that our cyber security measures remain effective against evolving threats.

We have a multifaceted cyber security awareness program that emphasizes the importance of human behavior in maintaining a strong security posture. This includes providing employees with the knowledge and skills to identify and report suspicious activity, as well as promoting a culture of cyber vigilance. In many regions, our employees receive a monthly snapshot of their cyber behaviors and are given a rating for their cyber vigilance. This has led to a continued improvement in our employees' behaviors and to increased dialogue on cyber vigilance.

We perform multiple tabletop exercises across various levels of the company each year to test our incident response procedures, enhance our resiliency by seeking to ensure business continuity during potential extended digital outages, identify improvement opportunities, and increase employee awareness and preparedness. These tabletop exercises focus on various aspects of cyber security events, including patient and employee impact, operational resilience and effectiveness, and communication coordination. We introduced a learning series called "AIQ" to educate employees on the critical intersections of AI, cyber security and ethics, and to upskill our workforce on the adoption of AI tools. In the past year, we implemented a robust program to tightly manage attack paths within our internal network, and we also improved our vulnerability management program to proactively identify and address security gaps, thus reducing overall risk.

Data Privacy & Requirements for Third Parties

BMS has a strong commitment to data privacy and the protection of patient data. Our formal Privacy policy, which is overseen by our Chief Privacy Officer and managed by our Data Risk Office, globally applies to all our affiliates.

In the past year, BMS initiated a next-generation privacy program to address shifts in internal and external environments, along with emerging challenges in data privacy protection. It is scalable, and has broad global market coverage, and provides accountability for decision rights, privacy ownership and data inventories.

Bristol Myers Squibb®

3 Advancing Patient Health Around the World

How we deliver science, patients, progress

Health Equity & Patient Access

Our Commitment to Health Equity

At the heart of our mission is the fundamental belief that all people have the opportunity to benefit from our medicines and innovation—no matter who they are, where they live or how much they have. We are committed to long-term, sustainable solutions by delivering more inclusive science, expanding access to our innovative medicines, and enhancing support throughout the patient journey in therapeutic areas of focus where we have the knowledge and expertise to make a meaningful and lasting impact for patients and communities.

The Global Reach of Our ASPIRE Program

In May 2024, BMS announced its ASPIRE (Accessibility, Sustainability, Patient-centric, Impact, Responsibility and Equity) program, which is our 10-year strategy to advance access to our innovative treatments and to help patients in low- and middle-income countries (LMICs) gain access to our potentially life-saving medicines. This strategy supports BMS' goal to reach more than 208,000 patients in LMICs per year by 2033 with our innovative treatments.

Our work to help ensure that patients who need our medicines can get them begins by having 100% of our late-stage assets supported by access plans. Today, we have defined access pathways for every country in which our medicines may be available to patients.

We have introduced emerging-market (local) brands of many of our innovative medicines to address affordability issues, expand access, and help reduce the time between the availability of our medicines in higher-income versus lower-income countries.

We take local and regional contexts into consideration when selecting emerging-market brands, and we believe that these can help meet the needs of patients and healthcare providers.

One example of a local brand making an impact is in Thailand, which has the highest prevalence of the blood disease beta thalassemia by providing treatment options like Rojusna™. We are also accelerating efforts to bring our innovative cancer medicines to India, which has the third-largest cancer incidence globally.

In places where we do not currently have a commercial presence, we are making our medicines available through our BMS Innovative Medicine Access Program (BMS-IMAP), which is a scalable and sustainable access model that enables access to our innovative medicines, including immuno-oncology therapies, based on requests from doctors and medical centers in eligible LMICs. BMS has established a capability to provide product and patient safety education training to participating healthcare institutions upon their request so that our medicines are used in a safe manner. We have already made progress with recent institutional agreements in East Africa and will scale our program to additional LMICs.

Goal: Reach 208K+ patients in low- and middle-income countries (LMICs)[†] by 2033
Progress: 128K patients reached worldwide

Goal: Reach 1M healthcare providers educated through BMS-supported Health Equity grants by 2033
Progress: ~561K healthcare providers trained or supported

[†] Per World Bank definition

A Pioneering Partnership

As part of our ASPIRE strategy, BMS is leading the way for access to immuno-oncology therapies in LMICs by collaborating with the Union for International Cancer Control (UICC) and the Access to Oncology Medicines (ATOM) Coalition. BMS joined the ATOM Coalition as a founding supporter at its launch in 2022.

Through our collaboration with the ATOM Coalition and its partners, BMS will enable access to Opdivo® (nivolumab) via BMS-IMAP in countries such as Pakistan, Rwanda and Zambia through ATOM. We are working to implement BMS-IMAP with ATOM and we plan to expand access to this life-transforming medicine in multiple LMICs by 2026.

Universal Patient Language

October 2024 marked the 10-year anniversary of Universal Patient Language® (UPL), a set of principles and tools created by BMS in partnership with over 250 patients, 90+ caregivers, 160+ healthcare providers (HCPs), and 75+ other stakeholders such as advocacy organizations. The mission of the program is to help healthcare teams improve patient communications by emphasizing the use of plain language, formats and visuals when communicating complex medical information. This helps drive empathy toward their patients while enabling their learning.

UPL is instrumental in enhancing health literacy, so patients can understand their health information and make informed decisions about their care. This decade-long initiative helps build trust, advance health equity and, ultimately, improve health outcomes across communities. UPL is deeply embedded into patient content creation and represents a core part of how we work at BMS.

Additional information, resources and best practices on UPL are made available to patient education content creators more broadly at www.UPL.org.

Value-Based Partnerships to Improve Health Around the World

BMS collaborates with government bodies, industry and nonprofit organizations on four continents through our Value-Based Partnerships program. Ranging from education and cancer screening awareness to policy proposals and digital technology applications, these partnerships make a measurable impact. BMS' value-based partnerships lead to more equitable access to care, early and increased diagnosis rates, faster and broader treatment, and more efficient use of resources.

Below are just a few examples of our expansive value-based partnerships:

- "Listen to Your Cough" lung cancer awareness campaign in partnership with Romania's ministry of health and medical societies
- Development of a digital health app for managing adverse events related to immuno-oncology in Poland
- Awareness program in China to increase familial colorectal cancer screening among relatives of patients
- Artificial intelligence system to aid early cancer diagnosis in Colombia

In 2024, BMS established a Value-Based Partnerships governance committee—comprising representatives from Medical, Market Access, Government Affairs, Finance, Legal and Compliance—to oversee existing and potential partnerships. This committee meets monthly during the Value-Based Partnerships submission window to make decisions based on a set of guiding principles. Their decision-making approach ensures a thorough evaluation of all critical aspects (such as patient impact, sustainability, replicability and scalability, risk matrix, feasibility, deliverables, reputational impact, and inclusion and belonging) to ensure balanced and effective decisions. Additionally, the committee receives reports to monitor the progress of the existing partnerships.

Global Partnerships to Address Access and Equity Challenges

Wide-reaching efforts for strengthening stakeholder engagement and health systems are necessary to facilitate access to medicines, especially in countries with health systems historically oriented toward fighting communicable and acute diseases and lacking critical capacity and infrastructure.

BMS seeks to strengthen healthcare systems to address global access and health equity challenges through policy partnerships with organizations such as City Cancer Challenge (C/Can), Access Accelerated, the NCD Alliance and the UICC's ATOM Coalition:

- City Cancer Challenge (C/Can) is a nonprofit foundation that supports over a dozen cities in LMICs to improve access to equitable, quality cancer care. Since 2023, BMS has supported C/Can and the Institute of Cancer Policy at King's College London to define indicators to measure the quality of cancer care, tailored for LMICs. The goal is to help government decision makers and other local stakeholders make evidence-based, best-buy investments in improving quality cancer care in their respective countries, regions and cities. The project is also conducted with the support of the World Health Organization.
- BMS joined Access Accelerated at its inception in 2017 and today has a leadership role in the initiative. In 2024, Access Accelerated renewed its technical partnership with the World Bank to focus on a critical issue: improving sustainable financing for noncommunicable diseases (NCDs) in LMICs. The Access Accelerated/World Bank partnership launched the first NCD Financing Accelerator in sub-Saharan Africa in November 2024. By fostering locally led solutions and addressing systemic financing gaps in national public health services, the Access Accelerated/World Bank partnership is focused on expanding access to quality NCD care for those who need it most.
- BMS supports the NCD Alliance (the leading global civil society coalition in NCDs) to drive global and country-level advocacy and action on health equity and NCD care, and to promote the meaningful involvement of people living with NCDs. As part of this project, BMS also supports the advocacy work of two national alliances in India and Kenya. These two alliances seek to improve the evidence, awareness and action on reducing inequities in NCDs through the development of health equity reports and tailored policy recommendations.

Patient Access to Healthcare

Advancing Access to Our Medicines

Bristol Myers Squibb believes in the clinical value that our medicines bring to patients and society, and in our role of transforming care to help patients live longer, healthier and more productive lives. We are committed to achieving unfettered patient access to our potentially life-saving medicines, while addressing barriers to high-quality, affordable healthcare.

Many countries require sustained investments in strengthening healthcare systems to enable the use of specialty medicines that could positively impact millions of patients. Our efforts to help patients worldwide gain access to the medicines they need, regardless of their location or ability to pay, are based on three core principles:

- Embedding access considerations as a core tenet across our business
- Employing innovative pricing models based on the ability and willingness to pay, from both a patient and health system perspective, including payors
- Creating long-term sustainable global solutions to address health inequities

Our full position statement on Global Access and Pricing can be found here.

Our 2024 U.S. Pricing Transparency

Although inflation rose by 2.9% in 2024, our average net price decreased by 1.3%. During the year, we provided $33.6 billion in discounts, rebates, price concessions and fees [hereafter referred to as "discounts" or "gross-to-net (GTN) adjustments"] to commercial insurers, government programs, providers, intermediaries and others. This means that approximately 49 cents of each dollar of our company's gross sales went back into the healthcare system.

2024 List Price vs. Net Price Overview

+5.5% change in average list price year over year (YoY)†

-1.3% change in average net price YoY††

$33.6B in discounts to the healthcare system†††

Over **49%** of list prices went to the healthcare system to lower costs

† Represents year-over-year change in the average list price or wholesaler acquisition cost (WAC). This is also referred to as the starting price of the product that is set by the company. Metrics provided in "Our 2024 U.S. Pricing Transparency" include all products marketed in the U.S. for which BMS is the holder of the new drug applications (NDAs).

†† Represents year-over-year change in the average net selling price which is WAC less GTN adjustments. This is also referred to as the final cost for the product received by the company after the noted GTN adjustments.

††† The amount of GTN adjustments is estimated by the company, and methodologies used may differ from methodologies used by other companies. This data is not audited and should be read in conjunction with the company's filings with the U.S. Securities and Exchange Commission (SEC). For fiscal year 2024, the company reported a consolidated GTN adjustment amount of $36.9 billion in the Form 10-K filed with the SEC on February 12, 2025.

Goal: Deliver medicines to patients in high-income countries (HICs)
Progress: 13M patients reached worldwide, cumulatively§

Goal: Develop access plans for 100% of all late-stage assets by 2024
Progress: 100%

§ Excluding established brands (Baraclude, Abraxane, Vidaza, Reyataz and Nulojix)

Expanding Access to Innovative Medicines in China

BMS is one of the pioneers in leveraging early access programs to expedite the availability of innovative medicines for the treatment of high unmet needs of patients in China. We successfully introduced azacitidine tablets for oral treatment of acute myeloid leukemia (AML), along with Camzyos® for the treatment of symptomatic obstructive hypertrophic cardiomyopathy (oHCM), and Yervoy® for the treatment of melanoma.

Myelodysplastic syndrome (MDS), a condition affecting blood stem cells that causes anemia and infections and can lead to leukemia, is affected by poor disease knowledge, as well as by blood shortages, in China. To help address those challenges, BMS expanded its partnership with the Beijing New Sunshine Charity Foundation to kick off the MDS Patient Advocacy Program in 2024, leveraging patient programs to jointly advocate for early diagnosis, patient access to medicines, and disease awareness.

Public Health & Public Policy

Public Policy Engagement and Transparency

BMS is committed to complying with all transparency laws and regulations related to our business, and we support efforts that provide information to patients and relevant stakeholders. This includes, but is not limited to, the disclosure of relevant information related to medicine pricing, research and development (R&D) costs, company sales and financials, clinical trial data, intellectual property and patents, and interactions with healthcare professionals and organizations. BMS believes that patients should have the information needed to make better, more informed decisions regarding their healthcare.

We work with policymakers, thought leaders, patient advocates and other stakeholders to shape a comprehensive system that provides accessible and affordable healthcare, while continuing to fuel innovation. We meet with officials, take positions on key issues related to healthcare, voluntarily report and disclose our practices, and comply with mandatory non-financial/sustainability and social impact reporting across material topics such as public policy and climate to regulatory bodies in the U.S., the E.U. and other countries in which we operate. Our positions on key issues can be found here.

Intellectual Property, Public Policy and Innovation

Intellectual property (IP) encourages and protects innovation, thus promoting future R&D of innovative medicines for patients with unmet needs. BMS supports strong and effective protection of IP rights and believes that an effective IP framework is essential for the viability of the biopharmaceutical industry and efforts to deliver innovative medicine. In resource-constrained settings, we aim to facilitate the proper delivery and use of our medicines. When patients face access barriers, we assess the need for intellectual property rights and consider licensing or offering products at reduced prices. To that end, BMS does not file patent applications or enforce patent rights in least-developed countries,[1] low-income countries (LICs)[2] or a vast majority of low- and middle-income countries (LMICs).[2]

BMS is a signatory of the IP Principles for Advancing Cures and Therapies (IP PACT), which affirms the industry's strong commitment to innovation and to keeping the needs of patients at the heart of our IP practices. We believe that patents promote competition and do not create a therapeutic monopoly. Our global position statement on intellectual property can be found here.

Supporting Advocacy Organizations

BMS has a long and productive history of engaging with alliance and advocacy organizations in the U.S. and around the world.

For example, BMS collaborated with UsAgainstAlzheimer's to host an Alzheimer's Disease Carers Journey Roundtable and gained valuable insights into the challenges and needs of these caregivers. The roundtable discussions highlighted key areas such as information and support for caregivers, the clinical needs of caregivers, and the tools and resources available to assist them. This event deepened our understanding of the patient care ecosystem and the critical needs of caregivers in Alzheimer's care.

The BMS Cardiovascular (CV) Advocacy team partnered with BMS' Worldwide Medical and Intercontinental Markets teams to raise awareness of the unmet needs of hypertrophic cardiomyopathy (HCM) patients worldwide and the strong partnerships the company is pursuing with global advocacy groups. The team highlighted different ways that BMS supports the activation of patient voices to advance efforts in worldwide HCM awareness, education and support. This was the first time we promoted our partnerships with CV patient advocacy groups. Read more here about how we are amplifying patient voices to enhance HCM care.

In October, the BMS Immunology team convened a virtual Global Lupus Advocate Advisory Board meeting with key patient organizations from the U.S. and Europe. The three-hour session focused on identifying knowledge gaps in cell therapy among lupus patients. By engaging patients, advocacy groups and healthcare professionals, BMS aims to develop a comprehensive education and recruitment strategy to support chimeric antigen receptor (CAR) Tcell therapy clinical trials.

Ahead of the 2024 American Society of Hematology (ASH) Annual Meeting & Exposition, BMS hosted the 3rd Annual Patient Advocacy Health Equity Forum. Led by a steering committee of dedicated patient advocates, this pivotal event brought together the blood cancer community to advance discussions on health equity, with a focus on telehealth access, community clinical trials and patient navigation.

[1] Based on U.N. definition
[2] Based on World Bank definition

Corporate Philanthropy

Our Approach to Corporate Giving

Bristol Myers Squibb is committed to conscientious corporate citizenship and philanthropic efforts that make a positive difference in the world. Through charitable donations, corporate sponsorships and fellowship support, independent patient and medical education, community engagement and employee volunteerism, we are committed to providing support to organizations that assist patients and their families, enhance healthcare and advance scientific knowledge.

2024 Product Donations in the U.S. to Help Uninsured or Underinsured Patients

$2.67B in product donation value

130K+ unique patients helped

2021–2024 Corporate Philanthropy At a Glance

$830M total charitable donations, cumulative

7,450 organizations in 59 countries

The Bristol Myers Squibb Foundation

The BMS Foundation and Its Innovative Approach to Drive Global Impact

The mission of the Bristol Myers Squibb Foundation† (BMS Foundation), an independent charitable organization, is to improve global health. It aims to increase access to healthcare for medically underserved populations by engaging in partnerships that build capacity in the geographies where it is focused.

A healthier world is attainable, but access remains unequal. The BMS Foundation strives to bridge divides by empowering local communities and health systems to create lasting impact. It embraces innovative approaches that have the potential to expand access to healthcare. These partnerships offer more than just financial assistance. They engage local communities and provide guidance, technical expertise, education, infrastructure development, capacity building, healthcare provider training and much more to help create more sustainable systems of health service delivery and, ultimately, meaningful change in communities.

† The Bristol Myers Squibb Foundation is an independent 501(c)(3) charitable entity. Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation.

The BMS Foundation's grants align strategically with four signature programs and areas of focus:

Adult Cancers

Neuropsychiatry

Pediatric Cancers and Blood Disorders

Clinical Trials

42 new grants

provided to strategic grantees by the BMS Foundation in 2024

$55.4M†† distributed

to new and existing grants by the BMS Foundation

†† Amount is unaudited.

The BMS Foundation also bolsters the impact of BMS employee contributions with a 100% match for employee contributions to eligible 501(c)(3) organizations, and a 200% match for organizations devoted to providing equitable access to care, education, social justice advocacy, professional development and more, selected by BMS' People and Business Resource Groups (PBRGs).

Learn more about the Foundation's signature programs and success stories here.

SPOTLIGHT

Transforming Pediatric Cancer Care in Sub-Saharan Africa

The Texas Children's Global HOPE (Hematology-Oncology Pediatric Excellence) Program, in partnership with Baylor College of Medicine and supported by the BMS Foundation, is providing essential care for children with cancer and hematology disorders in sub-Saharan Africa. By establishing partnerships with local ministries of health and building pediatric centers of excellence for clinical care, education and research, Global HOPE has created a healthier future for children battling cancer in over 20 African countries. In 2017, at the time of the program's launch in three countries, only 500 children per year were receiving specialist cancer treatment—only 30% were still alive and receiving treatment one month after diagnosis, and only 10% would survive a year.

The Bristol Myers Squibb Foundation was quickly joined by other funding partners, including Sky High for Kids, the Lions Clubs International Foundation, ELMA Philanthropies, Direct Relief, Teva Pharmaceutical Industries Ltd. (TEVA) and many others. The impact of Global HOPE has transformed pediatric cancer care in the region.

Today, Global HOPE has trained over 7,800 healthcare workers, including 31 pediatric hematologists/oncologists, who are leading care in 12 referral hospitals across six countries. Global HOPE teams have reached 26,000 children since its inception, and they treat 2,500 children with a new cancer diagnosis annually. Long-term survival rates for most children with cancer who are treated by Global HOPE have increased to 40% or higher.

The BMS Foundation, Baylor College of Medicine Global Health and Texas Children's Global HOPE Program launched the next phase of their partnership last fall, establishing a new program to transform pediatric care in sub-Saharan Africa for sickle cell disease (SCD)—one of the leading causes of childhood death in the region. This initiative is focused on building local healthcare capacity and integrating lifesaving SCD interventions into primary health services for populations that have limited access to care.

The visionary goal of Global HOPE today is to be the first to reach the World Health Organization's target of curing over 60% of index childhood cancers in Africa by 2030.

Patient Safety & Product Quality

Global Quality Leadership and Organization

BMS aims to deliver products and services of the highest quality and to foster excellence in science and innovation. We utilize an end-to-end quality management system (QMS), a strong governance structure, and the right resources to support system effectiveness and continuous improvement in order to provide products and services that meet or exceed customer expectations and applicable laws and regulations.

Our QMS comprises four foundational elements that center around our patients and deliver on our Quality Policy and Quality Promise: operational excellence, organization and culture, processes and procedures, and digital quality.

BMS' Global Quality Organization, led by the Chief Quality Officer (CQO), provides objective quality oversight across the full product life cycle. The CQO is directly responsible for defining the BMS Quality Policy, coordinating its implementation across BMS entities, and ensuring compliance with applicable regulatory and company requirements. The CQO reports to the head of Global Product Development and Supply with a dotted-line reporting relationship to the Chief Executive Officer and the Board of Directors.

Operational Excellence

We pursue a mindset of continuous improvement by leveraging data and analytics to inform overall quality performance and driving necessary improvement actions.

Organization and Culture

We embody a culture of excellence that drives quality across the organization, with defined management responsibilities and governance structures that enable decision making at the right levels based on quality risk assessment, science and data with clear escalation pathways.

Digital Quality

We implement robust and integrated electronic systems designed to reliably and consistently drive quality outcomes reinforced by our QMS process architecture.

Processes and Procedures

Our Global Process Owners design and implement end-to-end processes across the full product cycle. These processes are translated into an effective Good x Practice (GxP) document hierarchy supporting clear roles and responsibilities and process executions.

Our Goal: Best-in-Class Global Quality

In line with BMS' business objectives for 2024, our Global Quality program has focused on advancing our pipeline and ensuring successful product launches, maximizing productivity, and fostering an accountable high-performing team of professionals.

These ambitious goals and the complexities of BMS products and markets require a robust, comprehensive QMS, along with local expertise, a proactive approach and strong collaboration across the enterprise.

We are working hard to ensure that we:

- Meet different regulatory requirements in each market for technology transfer and testing, health authority approval and distribution reporting
- Adhere to varying approval timelines in each market
- Confirm that all documentation, labeling and packing meet local requirements and standards
- Collect customer feedback and any product quality complaints (PQCs), and address quality issues
- Provide clear communication channels with health authorities, especially when introducing new product groups like radiopharmaceuticals or advanced therapy medicinal products (ATMPs)
- Ensure product availability after launch to avoid shortages

2024 Global Quality Objectives

Our Mission

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

Our Vision

To be the world's leading biopharma company that transforms patients' lives through science

Our Ambition

To become best-in-class for global quality

Pipeline

Advance our pipeline and ensure successful product launches through **integrated and efficient use of quality systems and resources, agile processes, and internal and external collaboration,** ensuring R&D to commercial speed and material availability from discovery to patients.

Performance

Maximize productivity through simplification of end-to-end processes, use of **digital tools, risk-based approaches and predictive analytics** to achieve foundational and differentiated capabilities, ensuring focus on safety and reliability of high-quality supply.

People

Foster an accountable, high-performing team that values **inclusion and belonging**, as well as prioritizes **people development, transparent and effective communication, and change agility,** ensuring employee engagement and wellbeing.

Product Quality Testing

BMS' comprehensive quality control program covers all aspects of production operations, from raw materials to finished products, and includes monitoring of the production environment. Tests ensure that raw materials, intermediates and active ingredients meet quality standards. During production, manufacturing samples are collected and analyzed to ensure that the manufacturing process progresses as expected, and that final pharmaceutical products meet predefined quality standards and specifications.

A subset of the medicine's attributes is also tested periodically over time to ensure stability. These stability tests support product identity, purity, potency and overall quality over time, throughout the medicine's shelf life. In addition to our rigorous internal product quality testing, BMS is prepared for ongoing external health authority inspections. We are dedicated to continuous improvement and to learning from these valuable interactions.

Striving to Ensure Quality Across the Supply Chain

BMS has implemented a Supplier Quality Module, creating a single authoritative source for Good x Practice vendor-related information for the BMS enterprise. This module contains single-source, standardized and verified GxP vendor data, certificates and licenses across the organization, providing an enterprise-wide digital solution to manage the GxP Vendor Management Life Cycle.

This process:

- Provides traceability of GxP vendors to products, subcontractors and materials
- Enables permanent inspection readiness and compliance posture
- Streamlines, verifies and standardizes vendor information across the enterprise, ensuring that good data governance practices are established
- Integrates related vendor documentation (e.g., quality agreements, certificates and licenses) with vendor information.

In addition, BMS maintains a robust, closed-loop and risk-based audit process as part of the oversight model to ensure supplier quality across the product life cycle. Approximately 600 supplier audits are conducted per year, covering:

- Contract manufacturers and laboratories for clinical and commercial products
- Regulatory starting materials, intermediates, active pharmaceutical ingredients (APIs) and drug substances
- Distribution centers, warehouses and transport services
- Solvents, reagents and processing aids
- Alliance partners
- Good Manufacturing Practices (GMP) service providers (e.g., pest control services).

Resiliency to Reduce Drug Shortages

BMS proactively takes steps to minimize the impact of drug shortages on patients and supports ongoing discussions with regulatory authorities and policymakers to address both anticipated and unanticipated drug shortfalls, which usually result from complex interactions among many stakeholders.

In 2024, we achieved zero patient-level recalls and reduced drug shortages impacting patients from two in 2023 to zero.

Patient Safety

Patients and their safety are at the heart of all we do. Our Patient Safety organization is responsible for pharmacovigilance (PV) to monitor the safety of an asset during every step of the drug development and commercialization process from initial trials to marketing—thus ensuring that the safety profiles of our therapies are well-characterized, and that our investigators, patients and healthcare providers are well-informed. Safety personnel are embedded within clinical development and project teams to support the continuity of safety assessments.

The following BMS Patient Safety initiatives support the execution of key safety-related processes designed to identify, characterize, prevent and/or minimize risks associated with BMS products:

- Individual Case Safety Report Processing and Safety Analysis
- Periodic and Aggregate Reporting
- Safety Signal Detection and Management
- Safety Risk Management
- Pharmacovigilance System Master File Maintenance
- Important and Urgent Safety Concerns
- Quality Management System

Safety information can include adverse events and other untoward outcomes from a BMS product. All BMS employees who become aware of issues related to patient safety information are responsible for reporting it via www.globalbmsmedinfo.com.

Detailed information about patient safety across all stages of a BMS drug's life cycle—such as how we protect patient health and reduce risk from the discovery phase through pre-clinical and clinical phases I–III to regulatory approval and post-approval stages—can be found on our Patient Safety website. This also describes patient safety governance at BMS and describes the roles of our Safety Management Team and Medical Review Group. In addition, it details the extensive safety data and clinical insights that we collect, evaluate and submit each year.

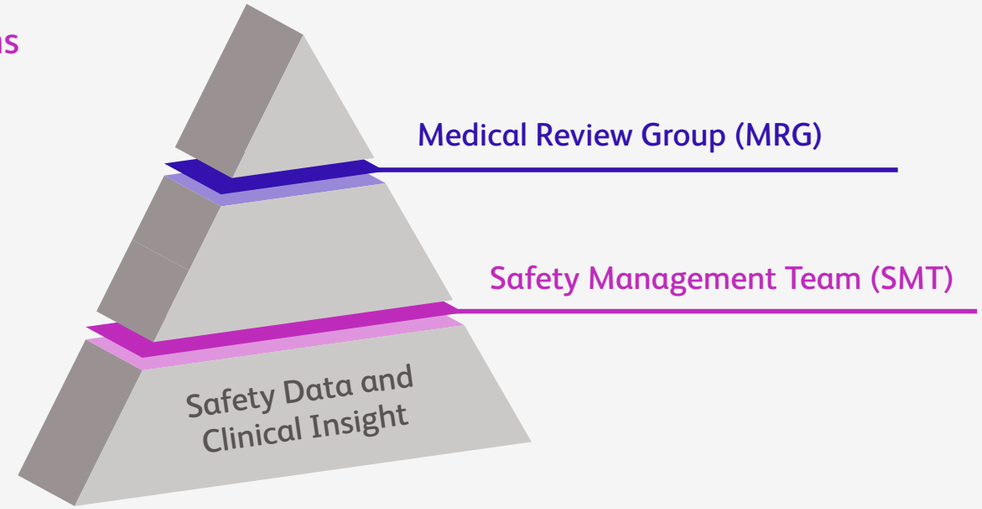
Patient Safety Strategic Focus

- Integrations
- Next-Generation Safety Science
- Expansion in Hyderabad, India
- Organizational Optimization
- Artificial Intelligence / Automation

Patient Safety in LMICs

Our patient safety commitment is truly worldwide. BMS makes innovative medicines—such as our immuno-oncology treatments available to patients in LMICs—through agreements with local healthcare institutions. Although pharmacovigilance requirements in some of these countries are not in place for these products, BMS takes significant measures to educate healthcare providers and patients about how to use our products safely. We created a dedicated patient safety website that provides medical information, safety training and other risk mitigation guidance for these LMICs.

Safety Governance: From Data to Decisions



Safety Data and Clinical Insight

We collect safety information from spontaneous reports, clinical trials, literature and evaluations, using signaling techniques across 45+ marketed assets.

Collect
On average, we access **>500K** potential adverse events (AEs) per year

Evaluate
7,000+ safety flags in 2024, and identified **~50** potential safety signals

Submit
~480 aggregate reports per year

Safety Management Team (SMT)

Safety physicians lead clinical, medical, safety and regulatory experts in risk/benefit decisions.

Lead
92 SMTs across BMS assets

Implement
232 currently approved Risk Management Plans (RMPs) globally across **31** products

Medical Review Group (MRG)

This is the most senior medical safety committee at BMS, and decisions are made on actual or potential safety issues that could result in a significant change in risk/benefit balance, or that might impact a trial program, labeling, or first-in-human (FIH) dosing.

Decide
27 decisions made within the MRG for the year

Patient Safety When Closing Clinical Trials

According to the KMR Group, based on industry success rates from 2019–2023, approximately 93% of small molecules and 89% of biologics that enter Phase I development fail to achieve regulatory approval. However, even when a trial fails, there may be some patients for whom the study drug shows benefit.

If patients are receiving a study-related treatment after a clinical trial has terminated, BMS has instituted a robust patient safety program to monitor those patients' health during that time. Safety Data Review (SDR) teams provide safety monitoring for these patients, providing them with the opportunity to safely continue receiving experimental treatments as long as the drugs are providing clinical benefit.

> "Our physicians and drug developers have extraordinary drive and dedication to their patients."
>
> **MARIETTE BOERSTOEL**
> SENIOR VICE PRESIDENT, WORLDWIDE PATIENT SAFETY OFFICER AT BRISTOL MYERS SQUIBB

Next-Generation Safety Science

Our vision is to transform pharmacovigilance and risk management to improve patient outcomes. This will be achieved by harnessing novel methodologies and technologies (including artificial intelligence, machine learning and digitization) to enhance safety science and evidence-based decision making, and to enable development and optimal, informed use of BMS medicines on the market.

Our Next-Generation Safety Science initiative spans people, process design, an operating model and new capabilities. The following are our objectives in each of these areas:

People – More empowerment and reduced barriers to execution. Professional development and growth are better enabled.

Process Optimization – Processes are more efficient; redundancies and process waste are minimized, and accountabilities are clearer. Technology is better integrated.

Operating Model – The operating model is optimized. We can do the same thing cheaper and faster, and we have more resources to continuously improve the safety of science.

Future Capabilities – We have the resources and focus to enable safety-forward drug development. We generate value through proactive and predictive signal detection and risk communication capabilities.

Scientific & Research Integrity

We conduct research and development with scientific and ethical integrity consistent with applicable laws, regulations, ethical standards and practice guidelines, including Good Laboratory Practices, Good Clinical Practices and Animal Welfare Practices.

Our Bioethics policy statement sets forth our intention to conduct all activities related to non-clinical and clinical R&D of our pharmaceutical products in accordance with the highest legal, ethical and scientific standards. We believe in fostering an open environment to help build a foundation of trust, credibility and respect among our colleagues, healthcare providers, patients, stockholders and the public. These interactions should be based on the pursuit of objective science and the communication of scientifically accurate information, and should relate to matters that are important to healthcare providers and patients.

Anti-Counterfeiting and Illegal Trade

Preserving product integrity is integral to BMS' mission. Counterfeit drugs, along with drug theft and diversion, represent significant threats to patients. To combat these threats, it is necessary that governments, law enforcement and industry partners work together, and that consumers are aware of the risks and source medicines from approved channels.

BMS has efforts in place to support the quality and integrity of our products within the supply chain and to further protect patient safety.

These efforts include:

- An integrated team that addresses counterfeiting, product tampering, theft and diversion issues
- Security technologies, such as serialization, that enable us to track our products, make our packaging and products less vulnerable to counterfeiting, and help secure their movement within the supply chain
- Participation in industry coalitions and organizations addressing this issue, and collaboration with supply chain vendors and law enforcement agencies on product security matters.

These partners include:

- Global health authorities, such as the U.S. FDA
- International agencies, such as the International Criminal Police Organization (INTERPOL) and the World Customs Organization (WCO)
- The Partnership for Safe Medicines
- The Pharmaceutical Security Institute

BMS continually monitors our supply chain, investigates product complaints, and employs proactive programs, such as scanning websites for listings of BMS products that may have been counterfeited or diverted.

We also educate BMS employees on our efforts to identify and prevent counterfeit medicines, and we work with industry groups to more broadly educate consumers and healthcare professionals on the dangers of product tampering and counterfeits. Pharmaceutical companies openly share information and expertise with each other and law enforcement. BMS is an active partner in this important work.

> "Disruption of criminal actors and making BMS a hard target is what we can reasonably expect as success, and every one of those successes is saving the health—if not the life—of many patients."
>
> **SIMEON WILSON**
> SENIOR DIRECTOR OF CORPORATE SECURITY
> AT BRISTOL MYERS SQUIBB

Bristol Myers Squibb®

4 Expanding the Boundaries of Science

Our innovation engine for science, patients, progress

Science-Powered Innovation

We are addressing high unmet patient needs with life-transforming medicines, while working to foster a more inclusive future for clinical research and diversity in clinical trials. This ensures that clinical trial ecosystems are more reflective of the patient populations being served.

BMS has one of the most diverse portfolios in the pharmaceutical industry, with differentiated research platforms and leading technology. We invest in R&D to accelerate drug discovery and development, and to empower our teams with the flexibility to drive continued innovation and expand treatment options for some of the most complex diseases of our time.

Turbo-Charging R&D Productivity

As we continue to write the next chapter for BMS, we remain optimistic not only about the breadth and depth of our pipeline, but also about the focus and discipline with which we have prioritized those programs that have the highest probability of success and the potential to truly transform patient outcomes.

BMS has developed—and consistently applies—a framework of end-to-end R&D principles to achieve top-tier R&D productivity so we can deliver more medicines to more patients faster.

To further enhance our R&D productivity and manufacturing capabilities, we have entered into strategic agreements with trusted partners. In April 2024, we announced a worldwide capacity reservation and supply agreement with Cellares, one of the world's first integrated development and manufacturing organizations (IDMOs), giving us access to the first end-to-end fully automated cell therapy manufacturing process. This key agreement with Cellares creates capacity for our best-in-class pipeline with our existing global network of state-of-the-art cell therapy manufacturing facilities.

We have also improved efficiencies and reduced supply chain risk by insourcing some activities for which we previously used third-party providers. We held a supplier summit to collaborate with our top suppliers on ways to leverage technology to improve efficiency and productivity both within our supply chain and in R&D.

Setting the Breakthrough Bar Higher

We have an ambitious plan to push the boundaries of science and deliver more for patients where there is a significant, unmet medical need in the areas of hematology, oncology, immunology, cardiovascular disease and neuroscience.

To deliver these goals, we must marry innovation and efficiency.

Our end-to-end R&D principles to achieve top-tier R&D productivity

Causal Human Biology

Rigorous target validation rooted in human data

Matching Modality to Mechanism

High-quality therapeutics that match modalities to molecular mechanisms of action (MOAs), powered by AI and machine learning

Path to Clinical Proof-of-Concept

Improved clinical success through targeted patient and endpoint selection

Path to Approval and Differentiation

Transformative potential to change practice of medicine at time of launch

Path to Market Access

Patient-centric value demonstration to compete and win globally

Development Portfolio by Therapeutic Area

Our scientists are driven to create life-changing medicines for patients.

We are making progress with a range of approaches, including cell therapy, targeted protein degradation, radiopharmaceuticals, advanced small molecules and biotherapeutics. We concentrate on areas where there are few treatment options or where we can set a new standard of care, aiming to make a significant difference in patients' lives.

Our pipeline encompasses differentiated research platforms across hematology, oncology, immunology, cardiovascular disease and neuroscience. It offers a uniquely diverse and broad group of modalities rooted in causal human biology to help realize our vision of transforming patients' lives.

An exhibit showing the registration study readouts that we anticipate through 2025–2026 across our five therapeutic areas can be found in the BMS 2024 10-K filing.

BMS' full development portfolio can be found here.

Focusing pipeline in core therapeutic areas where we have competitive advantage

Hematology & Oncology

Extending in immuno-oncology (IO) and broadening beyond IO with novel modalities:

- Cell therapies
- Degraders
- Antibody–drug conjugates (ADCs)
- Radiopharmaceuticals

Cardiovascular

Leveraging deep expertise across:

- Thrombosis
- Heart failure
- Cardiomyopathies

Immunology

Transformational programs to:

- Control inflammation
- Reset immune memory
- Promote homeostasis

Neuroscience

Developing new treatments:

- Neuropsychiatry
- Neurodegeneration

Breakthroughs and Developments in 2024

During 2024, BMS achieved notable regulatory milestones.

We reestablished our presence in neuroscience with the FDA approval of Cobenfy™ (formerly known as KarXT from our Karuna acquisition).

Cobenfy represents the first new mechanism of action in schizophrenia in decades, and it has the potential to expand into multiple additional indications.

Additional highlights from the year include:

- Opdivo Qvantig: Received U.S. approval for the subcutaneous formulation of nivolumab across most previously approved adult, solid-tumor Opdivo indications
- Reblozyl®: Expanded approval in the E.U. to include the first-line treatment of adult patients with transfusion-dependent anemia
- Breyanzi®: Received U.S. approval to expand into follicular lymphoma and mantle cell lymphoma
- Advanced our promising pipeline with increased depth across therapeutic areas of focus to address high unmet needs
- Took steps to expedite delivery through trial acceleration
- Began efforts to further increase and sustain R&D productivity and bring treatments to patients faster

> “Today’s landmark approval of our first-in-class treatment for schizophrenia marks an important milestone for the community, where—after more than 30 years—there is now an entirely new pharmacological approach for schizophrenia … one that has the potential to change the treatment paradigm.”
>
> **CHRIS BOERNER, PH.D.**
> BOARD CHAIR AND CEO
> AT BRISTOL MYERS SQUIBB

We have a strong foundation in our portfolio and are broadening modalities beyond it.

Biologics

Opdivo (nivolumab) · Opdivo Qvantig (nivolumab + hyaluronidase-nvhy) · Opdualag (nivolumab and relatlimab-rmbw) · Orencia (abatacept) · Reblozyl (luspatercept-aamt) · Yervoy (ipilimumab)

- Nivolumab + Relatlimab HD
- Anti-CCR8
- atigotatug (Anti-Fucosyl GM1) + nivolumab

Protein Degraders

- AR LDD
- HbF Activating CELMoD
- BCL6 LDD
- iberdomide
- mezigdomide
- golcadomide

Antibody-Drug Conjugates

- iza-bren (EGFRxHER3 ADC)
- CD33 GSPT1

Radiopharmaceuticals

- RYZ101
- RYZ801

Cell Therapy

Breyanzi · Abecma (idecabtagene vicleucel)

- arlo-cel (GPRC5D CAR T)
- Dual Targeting BCMAxGPRC5D CAR T
- CD19 NEX T

Targeted Therapies

KRAZATI (adagrasib) 200 mg tablets · AUGTYRO (repotrectinib) 40 mg capsules

- PRMT5 Inhibitor

Small Molecules

CAMZYOS (mavacamten) capsules · COBENFY (xanomeline and trospium chloride) capsules 50mg/20mg, 100mg/20mg, 125mg/30mg · Eliquis (apixaban) tablets · SOTYKTU (deucravacitinib) 6 mg tablets · ZEPOSIA (ozanimod) 0.92 mg capsules

- milvexian
- MYK-224
- admilparant
- FAAH/MAGL Dual Inhibitor

Oncology · Hematology · Cardiovascular · Immunology · Neuroscience

Not an exhaustive list of events, programs and indications.
* Opdivo Qvantig U.S. launch January 2025 and E.U. application under review

Advancing Science with Differentiated Platforms

Targeted Protein Degradation (TPD)

Our targeted protein degradation platform enables us to tap into targets that are driving disease and that were previously considered undruggable. Beyond BMS' two commercially available protein degrader medicines, we have multiple assets in registrational trials and early development, as well as a robust discovery program, aided by computational sciences like artificial intelligence and machine learning.

Autologous Chimeric Antigen Receptor (CAR) Tcell Therapy

With this platform, BMS can unlock the full potential of CAR Tcell therapy to deliver transformative treatments to as many patients as possible. BMS is the only company that has two approved CAR Tcell therapies with two distinct targets. We are also going beyond blood cancers and are particularly excited about the potential of CAR Tcell therapy to reset the immune systems in patients with autoimmune diseases like lupus.

Radiopharmaceutical Therapy (RPT)

This is emerging as a potential next wave in cancer treatment. Offering a precision approach to patient care, RPT allows physicians to deliver radioisotopes in a highly targeted way directly to tumors. The radioisotopes can be used either as a useful diagnostic tool, to help image the precise location of the tumors, or to kill cancer cells.

Through the acquisition of RayzeBio, Bristol Myers Squibb has taken an innovation-leading position in the development of RPTs. With several potential first or best-in-class programs, RayzeBio is at the forefront of pioneering the application of RPTs. RayzeBio is investigating several potential new RPT medicines that would use an actinium-225 radioisotope and have the potential to be effective in several different types of cancer, including gastroenteropancreatic neuroendocrine tumors (GEP-NETs), small-cell lung cancer, hepatocellular carcinoma and other cancers.

The promise of cell therapy, as measured by patient moments & memories

~10,000

patients have already been treated with a BMS cell therapy

100,000+

total patients can be treated with a BMS cell therapy by 2030

Sequential Immunotherapy Framework

As proven pioneers in modulating the body's immune response, Bristol Myers Squibb continues to pursue pathbreaking science by pushing the boundaries in immune-mediated diseases. Our sequential immunotherapy framework aims to address the root cause of disease by controlling inflammation, resetting the immune system and maintaining the renewed homeostasis (a balancing act akin to leveling out a tipping scale), fueled by a passion for delivering transformational benefits to patients in need.

1. **Control Inflammation**
   Inflammatory cell
2. **Reset the Immune System**
   Protective memory cell
3. **Promote Homeostasis and Tissue Repair**
   Increase regulatory cells

Our Cell Therapy Commitment

Leading the way to unlock the full promise of cell therapy and put more patients on the path to a cure

Leadership & Expertise to Drive Cell Therapy Forward

We are the only company with two approved CAR Tcell therapies with two distinct targets.

This experience underpins our pursuit to bring our first-generation cell therapies to more patients and to apply critical learnings in order to advance our pipeline and fuel continued progress.

Bolstering Our Ability to Reach as Many Patients as Possible

Through significant investment, our goal is to maximize the potential of cell therapy and reach more patients—both with blood cancer and beyond this disease—by expanding into new disease areas with unmet needs, such as solid tumors, autoimmune and neuroinflammatory disorders. We are exploring novel ways to make cell therapies more efficient, scalable and accessible through new manufacturing platforms including allogeneic, or off-the-shelf, CAR Tcell therapy and dual-targeting strategies.

Additionally, we are working across the healthcare ecosystem on initiatives designed to ease patient burdens, expand access in underserved communities, and offer tangible services for those who have been prescribed our medications.

Pursuing Innovation Through Collaboration & Ambition

Our efforts are informed by one of the most extensive translational and clinical datasets in CAR T and through collaboration, active dialogue with the community and strategic partnerships.

This collaborative ambition equips us to act with flexibility and speed as we work to drive the next wave of advancements.

Clinical Trial Diversity, Innovation & Efficiency

Diversity in Clinical Trials

BMS' commitment to developing and delivering safe and effective medicines for all patient populations is unwavering. We understand the importance of enrolling clinical trial populations that are more reflective of broader patient populations and aligned with the epidemiology of the diseases we study. In doing so, we aim to improve the quality of our research, while also better addressing barriers to health equity and deepening our clinicians' understanding of the safety and efficacy of investigational medicines.

Patient representation in clinical trials is a complex issue requiring us to continuously leverage progress made through collaboration and deliberate action. Our community outreach focuses on education and trust-building with the aim of enrolling patient populations representative of the communities we serve. One of the ways we support this is through our sponsorship of the "Journey to Better Health" mobile community education and engagement initiative, which is spearheaded by the Center for Information and Study on Clinical Research Participation (CISCRP). This project is designed to provide resources and educational programming about clinical research into underserved communities in the U.S.

In 2024, approximately 43% of our clinical trials in the U.S. were in diverse metro areas. We aim to extend clinical trial diversity efforts to additional therapeutic areas, expand geographic reach for initiatives beyond 2025, identify opportunities to further provide patient support and education, and reduce patient and clinical trial site burdens.

Goal: Expand the range of patient populations enrolled in clinical trials globally by 2026†

Goal	Progress
Lupus: ≥40% non-white	38%
Multiple Myeloma: ≥20% Black/African Amercian	7%
Pulmonary Fibrosis: ≥26% non-white	59%
Alzheimer's: ≥26% non-white	12%

Goal: Decrease the patient and site burden scores for new study protocols by 2026††

Progress: Patient Burden Reduction 7.7%
Site Burden Reduction 7.0%

† Consistent with the Food and Drug Omnibus Reform Act (FDORA) of 2022, clinical trial goals pertain to the enrollment of clinically relevant study populations to help ensure adequate representativeness of study participants that reflect different age groups, sexes, and racial and ethnic demographic characteristics.

†† The reference to "below peer median" has been removed to clarify the goal's focus on reducing patient and site burden scores for new study protocols without referencing a specific comparative benchmark. The revised goal emphasizes overall improvement in burden scores, rather than relative performance to peers.

Upon completion of our voluntary sexual orientation, gender identity and intersex status (SOGIIS) collection and gender-diverse investigator goals, we have transitioned them to internally tracked metrics.

> "Everything we do is in service of improving patient outcomes, and the design of clinical trials is no different. Including a wide array of patients reflective of real-world populations helps ensure the efficacy and safety profile of medical treatments."

JENNIFER DUDINAK
SENIOR VICE PRESIDENT, GLOBAL REGULATORY SCIENCES
AT BRISTOL MYERS SQUIBB

Time Off for Clinical Trials

Patients are at the center of everything we do at Bristol Myers Squibb and, sometimes, those patients are our own people. To improve their access to clinical trials, BMS joined five other major biopharma companies in New Jersey in committing to give employees paid time off to participate in trials.

The "Time Off for Clinical Trials" pledge grew out of a discussion at the 2024 BioNJ Annual Dinner Meeting & Innovation Celebration. The New Jersey affiliate of the Biotechnology Innovation Organization represents more than 400 life sciences organizations across the state. BMS recognizes the importance of making it easier—especially for hourly workers and underrepresented populations—to participate in clinical trials. Together with our pledge partners, we aim to remove barriers for our employees. BMS is implementing the new benefit as part of our existing time-off policies.

AI and Data Science Enhance R&D, Clinical Trials and Patient Outcomes

By approaching biology as a computational challenge, BMS uses AI to decode complex biological systems and accelerate research, making medical advancements more efficient and effective. Our teams speed drug development and improve patient outcomes by optimizing clinical trials, using AI-enabled comprehensive pictures of diseases, patient profiles and predictive research. AI-powered computational chemistry and biology techniques boost the success rate of new molecules.

Only one in every 10 new medicines that enter clinical development will emerge as an approved therapy. Using AI and machine learning, BMS researchers are reengineering drug development with the intention of doubling the possibility of success.

We integrate AI into digital health to improve patient outcomes, such as, by optimizing drug delivery and personalization to identify disease patterns and therapeutic responses—leading to better diagnosis, treatment and monitoring across various conditions, including pulmonary fibrosis, immuno-oncology and cardiomyopathies. AI vastly improves the quality of our communication with clinicians—doctors get the information they need in the format they prefer, patients get the right medicines faster, and BMS conducts business with a minimum of wasteful friction.

Clinical Trial Transparency and Disclosure

We adhere to local, regional and national requirements for clinical trial disclosure, and are aligned with the PhRMA and EFPIA Principles for Responsible Clinical Trial Data Sharing—supporting enhanced transparency and the sharing of clinical trial data with researchers, clinical trial participants, regulators and patient advocates faster.

In providing this access, we are committed to protecting patient privacy, respecting the integrity of national regulatory systems and maintaining incentives for those who invest in biomedical research. More information on our Disclosure Commitment can be found here.

> The goal of AI is not to dehumanize work, but to elevate the human component with technology that is people-driven and patient-centric."
>
> **MARIANN MICSINAI-BALAN**
> VICE PRESIDENT OF DATA SCIENCE
> AT BRISTOL MYERS SQUIBB

Clinical Optimization to Reduce Patient and Site Burdens

BMS conducts studies in countries and communities in which the benefits of research—including knowledge generated and product developed—can be made reasonably available to study participants and their communities. We work to enroll study participants that are representative of the disease population, and we carefully assess the risks and benefits for each study to maximize the potential for favorable benefits/risks.

> "Through the insights of the patient community, we can better understand the impact that our studies have on the lives of patients and on the overall healthcare infrastructure."

SAMIT HIRAWAT
EXECUTIVE VICE PRESIDENT AND
CHIEF MEDICAL OFFICER, DRUG DEVELOPMENT
AT BRISTOL MYERS SQUIBB

BMS has developed a study optimization capability that has been deployed against all full development studies since 2021 (early development trials have since been added as of 2024) and that continues to be enhanced. It includes scores for patient burden, site burden and operational complexity, as well as predicted outcomes to better mitigate potential risks. Since 2021, our study optimization capability has avoided approximately $219 million in study costs and has also reduced patient and site burdens by an average of ~8% and ~7%, respectively. In parallel, BMS has been piloting a digital protocol solution (DPS) project to enable earlier and more efficient delivery of insights to drive optimization tactics via a connected network of standardized data elements.

Where possible, we redesign tests to be less painful, less time-consuming and less frequent. Advancements in personalized healthcare are also reducing the burden on patients and improving outcomes.

SPOTLIGHT

The Impact of Patient Voice in Clinical Trials (PEER)

During 2024, BMS celebrated the fourth anniversary of its Patient Expert Engagement Resource (PEER) program, a first-of-its-kind collaboration with experts at patient advocacy organizations. PEER systematically and consistently incorporates patient perspectives throughout the drug discovery and development processes.

We set a bold mandate that all Phase 3 clinical trial protocols receive PEER feedback and, since the inception of the PEER program in 2020, BMS has collaborated with over 120 patient advocacy organizations.

Feedback from the PEER program has led to improvements (such as amending the inclusion criteria of key trial protocols) and resulted in changes to informed consent and assent documents. Our partners at patient advocacy groups have sophisticated capabilities and can often tap into a wide array of patient populations, providing critical perspectives in support of more inclusive research.

Bristol Myers Squibb®

5 Fostering a High-Performing & Inclusive Global Workforce

The team powering science, patients, progress

Our People & Culture

We are people-focused, creating an environment for our employees to thrive.

Among our highest priorities are the health, safety, professional development and wellbeing of our employees. We prioritize our people by cultivating a high-performing and inclusive global workforce. We unite as one BMS, believing that the varied experiences and perspectives of all our employees help to bring out our best ideas, drive innovation and achieve transformative business results.

To do this, we must ensure that we foster a company of engaged and talented individuals to work together to define what's possible for the future of science and the patients we serve.

We aim to create a culture that ignites innovation through a shared sense of responsibility alongside opportunities to grow and develop. BMS' talent and engagement strategy, leadership development, health and wellbeing programs, and competitive compensation and benefits support our employees' physical, emotional, work life and financial wellbeing.

We Prioritize Our People

At BMS, we strive to create a positive environment where all our colleagues can thrive and succeed, helping our people achieve their full potential and deliver the best possible outcomes for our patients. We are committed to:

- **Bringing the best minds to the table** – Cultivating a high-performing and engaged global workforce
- **Uniting as one BMS** – Breaking down silos to work better together and deliver even more for patients
- **Embracing collective responsibility** – Working toward shared goals with creativity, urgency and efficiency
- **Investing in our workforce** – Committing to the growth and development of our people

We believe that every voice matters. Each employee's insights, ideas, experiences and perspectives are invaluable to our collective success and innovation. We encourage our people to speak their minds and to share their thoughts in order to continue to build a culture of open communication and collaboration where every voice is heard and respected. Opportunities to share feedback and ask questions include conversations with managers, regular myVoice pulse surveys, global event surveys, functional town hall events and other channels. This information guides our approach to enhancing the employee experience, and it works.

Advancing Our People and Culture

Guided by our corporate values, our vision is to create an employee experience that energizes our colleagues to act with urgency and accountability, while igniting their passion by instilling pride in their contributions to our patients and our company.

Recognizing that managers are crucial to the employee experience, we focused this past year on identifying the traits of exceptional people leaders. By analyzing employee survey data and running pilot programs, we gained valuable insights into effective manager capabilities. These findings are now shaping a comprehensive manager development journey that aims to empower our people leaders to continue to drive excellence and inspire their teams. Elements of this manager journey are set to launch in 2025 and will continue to roll out over the next several years.

Goal: Increase internal talent hires by 40% by the end of 2025†
Progress: 44% internal hires

Goal: Achieve 75% participation of global leaders (VP+) in inclusive learning experiences to support BMS' culture and employee growth by 2025††
Progress: 100% participation

Goal: Maintain employee "Inclusive Engagement" MyVoice score between 72–74
Progress: Achieved score of 72

† As of 4Q24.
†† We concluded the collection of our Executive Director level and above (ED+) goal.

MyVoice Survey Results

- **76% of employees** responded to myVoice survey, representing **41 countries**
- **72,141 comments**, including 12,485 on what we should start doing to improve results

External Awards and Recognition

Dow Jones Sustainability Indexes Best-in-class sustainability performance
America's Most JUST Companies CNBC 2024
Ethisphere Compliance Leader Certification
Best Companies to Work For U.S. News 2024-2025
Forbes 2024 World's Best Employers
Fortune World's Most Admired Companies
Fortune America's Most Innovative Companies 2024

Developing Our People

Our employees are passionate about making a difference in patients' lives. This unwavering commitment gives us a distinct advantage in delivering life-saving treatments to patients, faster. Our approach to performance management empowers our people to contribute to our culture, embrace collective responsibility and work toward shared goals.

Investing in our employees' development empowers our teams to remain at the forefront of our industry's ever-evolving landscape. Our focus on employee growth and development includes opportunities to capture real-time feedback and frequent manager check-ins to ensure that employees' contributions are aligned with company objectives.

With on-demand digital learning, formal mentoring programs, stretch assignments, tuition reimbursement and other offerings, BMS provides the tools that our people need to grow and develop both personally and professionally. These include signature programs such as:

Development – Classroom and virtual leadership and management training through our leadership development programs, such as Catalyst, as well as robust self-curated personal development curriculums through our AI-powered MyGrowth platform, along with leadership training and institutional partnerships

Coaching and mentoring – A variety of mentoring and coaching programs across the company, including the Power of Choice program

Learn more about BMS' transformative opportunities to learn, grow and lead on our development page.

The Power of Choice for Professional Growth

The Power of Choice program is a nine-month development journey that helps prepare our Leadership Potential Director and Senior Director talent for success at the Executive Director level and above. The Power of Choice program partners participants with VP+ sponsors with a goal to build mutually beneficial relationships and provide a safe, inclusive space for collaboration and professional growth. This initiative is backed by research that overwhelmingly suggests that sponsorship is a critical lever for accelerating leadership progression.

AI Powers Talent Development

Launched in 2024, MyGrowth is a robust AI-enabled talent development tool to help every employee explore opportunities for skills development, mentoring and stretch assignments. The MyGrowth platform personalizes growth and development plans by analyzing profiles and interests, and then matches employees with open roles, projects, and learning and development course recommendations for the skills needed in the modern workplace.

MyGrowth also gives managers insights they can action to support employee skill development via projects and responsibilities that are aligned with employees' strengths, priorities and interests. Ultimately, it empowers our employees to explore opportunities, build skills and achieve their aspirations, fostering a culture of continuous learning and advancement that enhances the support we provide to our patients.

Building a Bridge for BioPharma's Next Generation of Talent

Our commitment to building skills and capabilities extends beyond BMS. We support life science startups and aspiring biotech entrepreneurs through varied programs in the U.S. and Europe to nurture exciting early science across industry and academia. In addition to our own incubator laboratory in New Jersey and a "Golden Ticket" program that awards lab space to emerging companies in the U.S., BMS is partnering on the pre-incubator initiative in Europe known as BRIDGE (Biomedical Research, Innovation & Development Generation Efficiency).

BMS and its partner Evotec have established BRIDGE collaborations with leading academic institutions in the U.K. and Germany. Our involvement with initiatives like Bridge, and with incubators in general, demonstrates our long-term commitment to innovation. These efforts also help us to build relationships with people who may very well be future leaders in the industry.

Two Gold Awards for Leadership Training Excellence

In 2024, our Catalyst leadership development program and our Leading Innovation, Industry, and Individuals (LI3) experience each won the prestigious gold award from the Brandon Hall Group. The Brandon Hall Group's HCM Excellence Awards® recognize best practices for initiatives in Learning and Development, Talent Management, Leadership Development, Talent Acquisition, Human Resources, Sales Performance, Inclusion and Belonging, and the Future of Work.

Our Catalyst program is an eight-month leadership development experience designed for director to executive director leaders. It aims to create a network of "ready now" leaders with the capability and confidence to lead at the next level, and to shape the vision and strategy of the enterprise, drive innovation and execution, and engage and develop talent across boundaries. LI3 is a multi-modality learning experience grounded in the science of learning, and designed to enhance identified key leadership capabilities across our top 450+ global executive leadership team members.

Life, Work and Family Benefits

To support our employees through every stage and milestone of life, BMS provides highly competitive benefits, compensation and work-life offerings that reflect our Total Rewards strategy.

Further details of BMS benefits can be found on the Our Benefits section of our career website.

Wellbeing and Mental Health

Our traditional employee benefits are just the beginning. BMS is committed to prioritizing the wellbeing and mental health of our people through Living Life Better, our strategy for encouraging the physical, emotional, work life and financial wellbeing of our employees.

To promote global consistency, local relevance and competitiveness under Living Life Better, we have established a framework with a global set of standards concentrated on five key areas: inclusive benefits, mental health, family care, people with disabilities and caregivers, and preventive care for all. This framework enhances employee experience, removes barriers to access, and improves health outcomes. Living Life Better is grounded in science and emphasizes flexibility and inclusion, ensuring that our employees have the support that best meets their individual needs at the right moment. Our signature Living Life Better programs include physical, emotional, work life and financial benefits. Additional details for our signature Living Life Better programs can be found here.

BMS' Mental Health Allies, a volunteer-led program that aims to remove barriers and stigmas around mental health, continues to expand, now with 479 trained mental health allies around the world. This past year, the program expanded to BMS Switzerland, increasing our global footprint of allies. The program's trained mental health allies play a crucial role in the promotion of mental health and wellbeing at BMS, sharing information about benefits and resources to their colleagues and providing trusted and approachable contacts for support.

Safety and Our People

At Bristol Myers Squibb, the health and safety of our employees is our priority and we are committed to providing a safe and healthy work environment for all. Our long-term aspirations include an injury-free and incident-free workplace that is underpinned by our proactive safety strategy, our continuous improvement focus, and our established programs that enhance the wellbeing of our colleagues at home and at work.

Learn more about our safety philosophy on our website.

SPOTLIGHT

10 Years of Global Patient Week

10 YEARS OF Global Patient Week

September 2024 marked Bristol Myers Squibb's 10th annual Global Patient Week, which connects employees with patients and caregivers, and celebrates the inspiring individuals who are at the heart of the company's mission. This week-long event brings patients to BMS facilities worldwide, where they share their stories and meet the people who play a role in their personal battle against disease. From navigating complex treatments to overcoming daily challenges, these patients inspire us with their courage and perseverance. Through their stories, we honor their voices and celebrate their personal triumphs, reminding us of the importance of innovation, support and empathy in transforming lives across the world.

Global Patient Week serves as a powerful reminder of what BMS employees strive for daily across all functions, locations and countries. Click here to hear our Board Chair and CEO, Chris Boerner, discuss the importance of Global Patient Week in uniting us as one BMS.

Our Value of Inclusion

At BMS, we lead with our value of inclusion to advance a workplace culture where our colleagues feel that their unique perspectives are valued and rewarded.

We welcome the richness that varied experiences, backgrounds, personal characteristics and views bring to transforming patients' lives through science, and we strive to create spaces where everyone has an opportunity to contribute to our mission. A workforce fueled by varying experiences and viewpoints helps us address the changing demographics of the communities in which we do business and the patients we serve, and it enables us to expand access to clinical trials across geographic regions.

Fostering an inclusive workforce is critical in helping BMS achieve its mission to discover, develop and deliver innovative medicines for our patients. Making our employees feel valued, respected and included is essential in driving innovation, empowering decision making and ultimately delivering on our commitments.

BMS' commitment to inclusion also extends beyond our walls. We are proud of the inclusive supplier program that we have built and the successful partnerships that we have cultivated. Through our efforts, we have been able to engage with a greater number of small- to medium-sized businesses, expanding our overall network of suppliers. Extending opportunities to more suppliers has translated to over $1 billion spent across small businesses and suppliers with unique backgrounds and perspectives. While we have seen great success with our program, we continue to look for ways to further advance responsible sourcing. This enables us to keep fostering innovation, enhancing competitiveness and ensuring support for the communities we serve.

Goal: Reach 30+ countries outside the U.S. with programs which engage a variety of suppliers by 2024
Progress: 35 countries reached

People and Business Resource Groups

BMS has eight global People and Business Resource Groups (PBRGs) headed by dedicated leaders. These leaders are responsible for bringing forward trusted insights to the BMS Leadership Team to support business objectives, as well as the growth and development needs of our employees. PBRGs are voluntary, open to all employees, and they provide an opportunity to network and engage in a range of topics for discussion. While not exclusive to a PBRG, these groups also provide career development support, mentorship opportunities, and a way to connect with individuals across the organization. Through their involvement in PBRGs, our people build upon our legacy of driving outcomes for our patients, communities and colleagues, as well as within the industry.

Our PBRGs are global in scale, and we have continued to see great adoption of them and achievements across our markets. The DAWN PBRG spearheaded the achievement of a top score on the 2024 Disability Equality Index in Brazil, the United Kingdom and the United States. B-NOW members in Japan launched the Tokyo branch of the Healthcare Businesswomen's Association (HBA) in February 2024 to extend HBA's mission to provide equal employment opportunities for women in Japan to realize their full potential.

Our 8 PBRGs are:

B-NOW	Bristol Myers Squibb Network of Women
BOLD	Black Organization for Leadership and Development
CLIMB	Cultivating Leadership, Innovation & Multigenerational Belonging
DAWN	Disability Advancement Workplace Network
OLA	Organization for Latino Achievement
PAN	Pan Asian Network
PRIDE	PRIDE Alliance
VCN	Veterans Community Network

Our Value of Passion: Volunteerism

Throughout 2024, BMS employees gave their time, energy and expertise—amounting to more than 7,670 volunteer hours—to feed the hungry, fight homelessness, help the elderly, care for homebound people and neighbors with special needs, aid those stricken by disasters, and make the world brighter for children.

BMS supports these efforts by providing time off for volunteerism in some markets. Here are just a few examples:

- Through our partnership with Goodr, we hosted pop-up grocery stores to address food insecurity in communities in Denver, Chicago and Atlanta.
- We also partner with SodexoMagic and JLL to support local food recovery programs that deliver leftover meals to those in need in cities across the U.S.

SPOTLIGHT

BMS Cycling Event Funds Research and Honors Cancer Patients Worldwide

From September through December 2024, over 300 Bristol Myers Squibb employees representing 30 nations bicycled a collective 6,200 miles in the 11th annual Country 2 Country 4 Cancer (C2C4C) ride to advance cancer research.

The C2C4C tradition began in 2014 when Edwin “Bubba” Klugh, a BMS employee from Little Rock, Arkansas, envisioned a charity event for fellow employees in which they could volunteer and cycle an extraordinarily long distance to honor their loved ones by raising funds for cutting-edge cancer research.

Among the employees participating in 2024 were cancer survivors, along with those riding in honor of friends and family who have lost their lives from cancer or are currently battling the disease. Over the years, approximately $19 million has been donated to cancer-focused nonprofits around the world.

Click here to see the evolution of C2C4C.

A special tradition was added in 2022 when children in a cancer hospital in Munich presented our Germany team with painted stones, representing the burdens that the children faced with their illness. After carrying the children’s stones on their journey, the Germany team passed them on to BMS cyclists in Japan and, from there, to Latin America. Each year since, new stones have been painted by the children in Munich and sent on to C2C4C teams around the world.

Bristol Myers Squibb®

6 Sustaining Our Planet & Improving Health

Our lasting commitment to science, patients, progress

Climate & Environmental Stewardship

At Bristol Myers Squibb, we believe that the health of people is inextricably linked to the health of the planet, and BMS remains committed to environmental stewardship.

We are acutely aware of our responsibility to minimize the impact of our operations on the environment to preserve the planet for future generations. At BMS, we seek out actionable solutions to minimize our environmental footprint and address the harmful effect of environmental degradation and climate change on public health. The climate crisis is a health crisis that requires systemic, interlinked action by the private sector, governments and civil society.

We have designed and implemented environmental goals that not only reflect our science-led, innovation-focused approach, but that also promote accountability to those we serve through strong governance and transparent reporting practices.

In addition to our Science Based Targets initiative (SBTi) validation in 2024 (see the Spotlight on page 47), new initiatives that were begun or enhanced during the year include launching our Supplier Decarbonization Accelerator and strengthening requirements for suppliers to operate in an environmentally responsible and efficient manner to minimize adverse impacts.

FORUM FOR THE FUTURE

BMS is a core partner and active participant in Forum for the Future's Climate and Health Coalition and is actively engaged in developing integrated climate and health strategies.

Our Environmental Goals

We manage our environmental footprint with a science-first approach, which has guided the development of our goals:

In 2028

Engage 75% of our suppliers by emissions in their development of science-based and science-aligned targets†

By 2030

Procure 100% of purchased electricity from renewables

By 2033

Reduce absolute Scope 1 & 2 greenhouse gas (GHG) emissions and absolute Scope 3 GHG emissions (from fuel- and energy-related activities) by 54.6%††

By 2040

Transform to 100% electric vehicles (EVs) in our commercial fleet, implement water stewardship across our operations, and achieve zero waste to landfill

By 2050

Reach Net-Zero GHG emissions across our value chain††

† Covering purchased goods and services, capital goods, and upstream transportation and distribution
†† From a 2022 baseline year

BMS Climate and Environment Oversight

Recognizing that a healthier environment is essential for healthier patients, BMS has continued to progress in our environmental sustainability journey, advancing our climate risk maturity and climate-change mitigation initiatives while proactively preparing for evolving regulatory requirements. Our 2024 Climate Change Report (formerly the TCFD Report) contains detailed information on BMS' climate governance, strategy, risk management, metrics and targets.

The governance of our climate strategy is designed to integrate climate considerations with business decisions, driving action and accountability—not only at the Board level, but also throughout the organization. This year, we expanded by formalizing two new groups: the Environmental Working Group (which is pivotal in fostering cross-functional collaboration and ensuring that our climate initiatives are integrated enterprise-wide), and the Strategy & Reporting Steering Committee (which is critical to making sure that our financial disclosures accurately reflect our climate-related risks and opportunities and that we are prepared to meet regulatory requirements).

Our Commitment to Sustainability Extends Far and Deep

Our employees' passion for protecting the environment today and for the future mirrors their commitment to community service. This can be seen across functions and continents—from beach cleanups at Kira Sunrise Park and Minami Ashiyahama in Japan, to learning about carbon dioxide (CO_2) reductions with our Go Green teams, to Earth Day projects across the globe. Many of these initiatives have also been recognized externally. For example, the Italian BMS team received the U.N. SDG Action Award, which recognizes leaders for their impact on sustainability.

Environmental sustainability programs and awareness are organized by our CLIMB PBRG, as well as by our employee-led Go Green initiative, which has expanded its global presence to 41 sites in 25 countries and ~750 members across the enterprise.

Sustainability & Social Impact Governance Model

SPOTLIGHT

Major Milestone in Environmental Sustainability

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

In July 2024, our near-term and Net-Zero goals were approved by the Science Based Targets initiative (SBTi), highlighting our commitment to reducing emissions across BMS operations and supply chain—an important milestone on our journey to achieving Net-Zero emissions.

BMS has committed to reaching Net-Zero GHG emissions across its value chain by 2050 from a 2022 baseline year. In addition, BMS has committed to reducing Scope 1 and Scope 2 GHG emissions, as well as Scope 3 GHG emissions (from fuel- and energy-related activities), by 54.6% by 2033, and to engaging 75% of its suppliers, by emissions, in their development of science-based or science-aligned targets by 2028.†

† Covering purchased goods and services, capital goods, and upstream transportation and distribution

Energy Efficiency

By optimizing energy use, BMS reduces GHG emissions, which helps us on our journey to meet our sustainability goals.

Additionally, energy-efficient practices can lead to significant cost savings by reducing energy consumption, improving operational efficiency, reducing water use and minimizing waste.

Our global facilities participate in improvement and learning opportunities. Monthly Global Energy and Water Council team meetings are held to discuss site initiatives, review new technologies and share best practices. These collaborative events allow cross-functional knowledge sharing and help our global network to grow together. We participate with industry partnerships, such as the U.S. Department of Energy's Better Plants program, to find additional ways to boost energy efficiency, increase resilience and reduce our carbon footprint.

This past year, BMS executed numerous energy efficiency projects throughout the enterprise that reduced energy and GHG emissions. These projects ranged from large capital projects to smaller operational changes. Most of the operational improvements were through the use of an enterprise Automatic Fault Detection & Diagnostics (AFDD) software platform that was launched in 2023 and put into use at eight major sites. This award-winning platform oversees almost all utility equipment on each campus, using advanced algorithms and machine learning to detect systems operating inefficiently. AFDD is now used to continuously optimize operations, improve occupant thermal comfort, enhance maintenance procedures, and reduce utility consumption.

BMS was awarded the Energy Star "Top Project of the Year" award in 2024 for its implementation of a "chiller plant optimization" program at three sites. BMS also earned Energy Star certification from the U.S. Environmental Protection Agency, which recognized two sites for being in the top 25% of energy-efficient pharmaceutical manufacturing plants. In addition, BMS was awarded Energy Star's highest honor, the "Partner of the Year: Sustained Excellence" award, which recognizes a company for its superior level of energy management.

Tradition and Commitment Drive Energy Conservation at Our Plant in Aichi, Japan

Just as the word "mottainai," which symbolizes the Japanese culture of valuing resources, has spread globally, Japan is a country where environmental and sustainability practices are deeply rooted in individuals, communities and society. At BMS Japan, we are also committed to advancing sustainability activities, particularly efforts to reduce emissions. This is most evident in the various activities at our Aichi plant.

Emissions Reduction Highlights:

- Installed heat pumps and electric boilers
- Removed underground kerosene tanks
- Switched to LED lighting

Energy Efficiency in Biopharma Manufacturing

Devens, Massachusetts, is the site of BMS' 89-acre campus where we manufacture life-transforming medicines such as biologics and cell therapies that involve operationally and technically complex processes. This past year, we implemented a chiller plant optimization upgrade at the Devens central chiller plant. This project deployed a best-in-class sequence of operation, using adaptive optimization algorithms to more efficiently operate the chillers, along with chilled water pumps, condenser water pumps and cooling towers. To further reduce energy consumption, variable frequency drives were installed on chilled water pumps and integrated into the control sequence.

Transition to Renewable Electricity

Virtual power purchase agreements (VPPAs) are an important part of BMS' strategy to meet our target to achieve 100% of purchased electricity from renewable sources by the end of 2030. In 2022, we executed a 15-year VPPA for 60 megawatts (MW) at the Cattlemen Solar Park in Texas.

The Cattlemen facility came online in 2024, contributing to BMS' 2024 GHG reductions. In late 2023, we signed an additional VPPA for 145 MW in Falls County, Texas. The Blevins Solar & Storage Project is expected to go online in 2026. In combination, these two projects are intended to cover 100% of BMS' North American electricity consumption.

In support of our 2030 renewable electricity goal, we also engaged in a comprehensive review of our European electricity loads, with the purpose of understanding our options for sourcing renewable electricity within these markets. BMS also owns and operates onsite photovoltaic assets across six different facilities in the U.S., the U.K., China and the Netherlands. In aggregate, these onsite installations constitute over 2 MW of generation capacity.

Sustainable Facility Design

BMS operates highly regulated manufacturing plants, specialized R&D locations, and office space designed for employee engagement, collaboration, training and development.

We have designed these varied workspaces to support our employees in BMS' mission of developing life-transforming pharmaceuticals and, at the same time, minimizing our environmental impact.

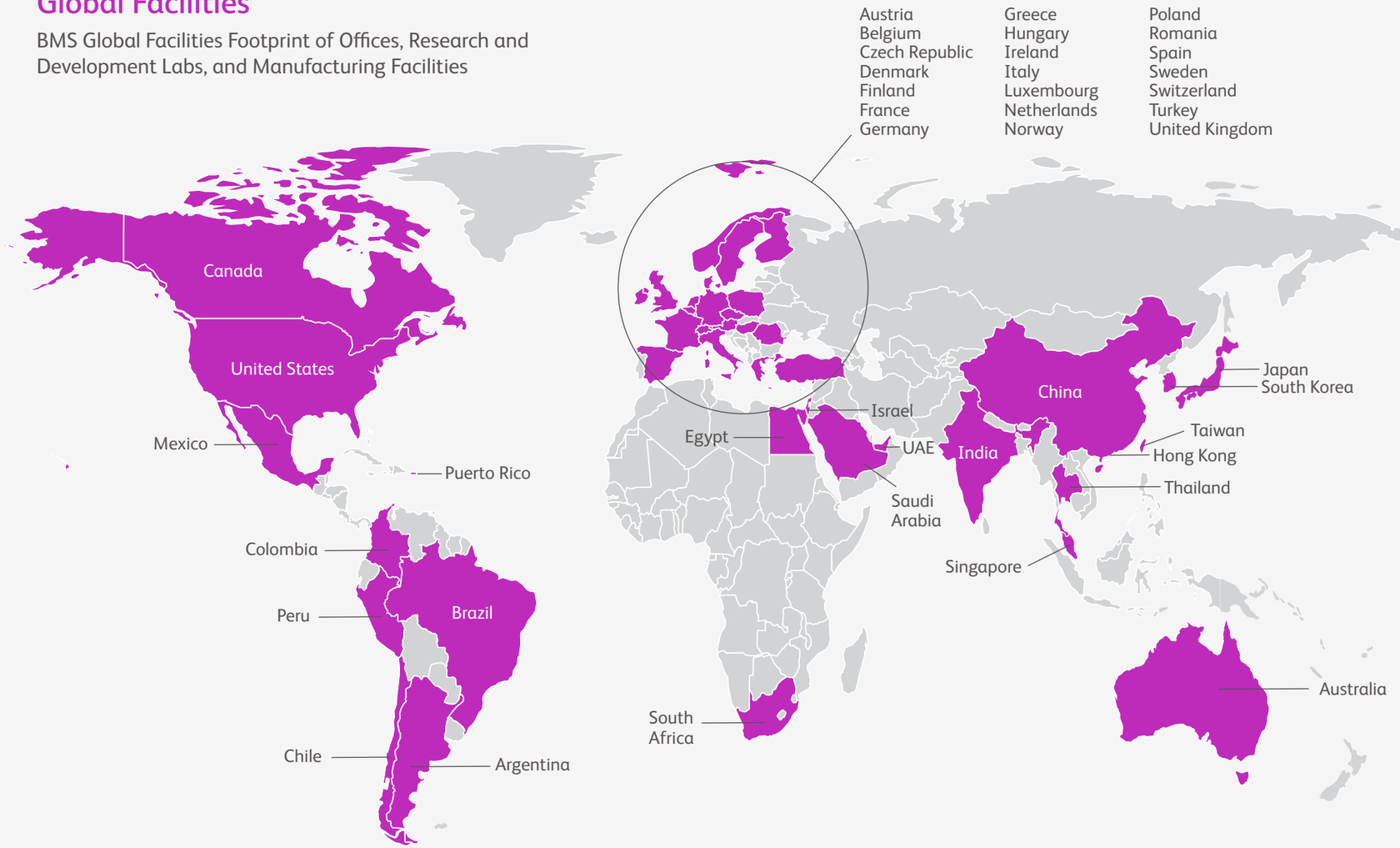
Regardless of a facility's location, size or purpose, BMS strives to ensure that our sites are designed and operated to optimize:

- Energy efficiency and energy alternatives to fossil fuels
- Water savings through facility and process design and conservation
- Waste reduction

Learn more about our R&D facilities and specialized manufacturing plants.

Global Facilities

BMS Global Facilities Footprint of Offices, Research and Development Labs, and Manufacturing Facilities



Our Signature Facilities are Models for Sustainability

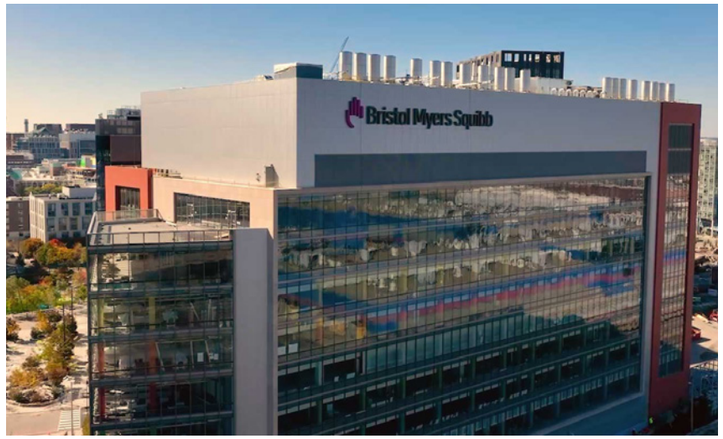
Cambridge Crossing, Massachusetts

BMS' state-of-the-art R&D site in Cambridge Crossing, Massachusetts, was recently certified Leadership in Energy and Environmental Design (LEED) Platinum, the first BMS building to be certified at this highest level and showcasing the company's commitment to sustainability with award-winning green features.

San Diego, California

As part of BMS' presence in California, we recently expanded our R&D campus in San Diego. The facility was designed to be energy efficient, reduce GHG emissions, and conserve water. To meet these objectives, we implemented numerous innovations:

- **Energy efficiency/GHG reduction** – A hybrid utility plant with high-efficiency magnetic bearing chillers and heat recovery chillers, high-efficiency condensing gas-fired hot water boilers, adiabatic humidification, high-efficiency window glazing, a green roof, and 50 charging stalls for electric vehicles (EVs).
- **Water conservation** – Low-flow plumbing fixtures, hybrid waterless urinals, dual plumbing to pipe reclaimed water to toilets, storm water capture and treatment, cooling tower water treatment system to increase cycles of concentration, and a reverse osmosis/deionized system to reclaim reject water and cooling coil condensate.



Cambridge Crossing, Massachusetts

San Diego, California

Waste & Recycling

We strive to minimize waste across our global facilities and operations, and we are proud of the progress we have made toward our goal of zero waste to landfill by 2040.

Through the individual and collective efforts of our people and suppliers, we identify and implement measures to reduce, reuse and recycle materials. Our waste reduction efforts span:

- Lab plastics and single-use plastics recycling/reuse programs—partnering with suppliers who provide these options and empowering our scientists to leverage them
- Transition from regulated medical waste (RMW) disposal to RMW recycling
- Pollution prevention/waste minimization projects to identify new opportunities to reduce waste generation
- Food waste diversion—composting and anaerobic digestion of organic/food waste
- Food donations with our cafeteria partner, Sodexo
- Oscar Sort, an AI waste-sorting tool and guide, which helps us identify the proper waste stream (food/organic, recycling, true waste) to improve sorting and non-contamination of waste/recycle streams

Additionally, BMS continually assesses our hazardous waste management program for material reuse and waste reduction opportunities in parallel with disposal options. We continuously work with our external waste management partners to identify new waste disposal technologies, and with our internal business teams to decrease the amount of hazardous materials generated in our operations.

Waste Programs Update

Among our accomplishments in 2024, BMS:

- Switched most New Jersey sites from landfill disposal to waste-to-energy
- Transitioned our BMS Japan facility in Aichi from waste to recycling, employing refuse-derived fuel (RDF) technology as a primary waste management option
- Developed a Waste Minimization/Pollution Prevention Stakeholder Playbook that provides in-depth guidance and a holistic waste management strategy with an emphasis on circularity for each functional area (upstream, midstream and downstream) to support BMS' sustainability goals

Reducing Plastics in the Waste Stream

In June 2024, we created an enterprise-wide Plastics Management Task Force to address plastic use from an operations and procurement perspective through disposal, recycling and reuse management.

Our objectives were to:

- Limit and/or remove lab plastics and single-use bags/materials from the waste stream
- Review plastic alternatives and modern technologies to decrease dependence on plastics
- Identify new technologies to assist with plastic use reduction

The Task Force created a forum across the enterprise that will share opportunities and success stories, identify potential projects to initiate and develop a baseline of enterprise waste plastic data, and to launch an education and awareness program about plastic use reduction, recycling and reuse.

This has resulted in the development of site-specific inventories that identify the types of plastics we generate in labs, manufacturing, R&D and general operations.

Netherlands Consortium to Reduce Single-Use Pharmaceutical Bags

BMS' new Leiden cell therapy manufacturing facility in the Netherlands is participating in an innovative pilot project to find suitable recycling pathways for intermediate single-use plastic pharmaceutical bags that are currently incinerated. The effort is being undertaken by a consortium of seven pharmaceutical and industrial companies, Polymer Science Park, and the Netherlands Organisation for Applied Scientific Research (TNO).

Formally known as "Toward Materials Circularity of Single-Use Flexible Pharmaceutical Bags" (CIRSUB), the project is a groundbreaking initiative in the pharmaceutical sector where an effective decontamination step will be introduced to safely handle the waste. This approach combines material recovery from high-quality medical-grade plastics through mechanical recycling, along with recovery of key building blocks via chemical recycling (catalytic pyrolysis), which are valuable to Dutch industries utilizing coatings and polymers. In the long term, the project is expected to create both environmental and economic benefits.

Extending the Life of IT Assets and Reducing Waste

At BMS, we are committed to sustainable information technology (IT) practices that minimize environmental impact and maximize resource efficiency. Devices that no longer meet our operational needs are given a second life, ensuring that they remain valuable to other organizations. By extending the life cycle of IT products and reusing materials, we help reduce e-waste and limit the extraction of new raw materials.

Once all data is removed and devices are secured, we return IT assets to our lifecycle partner, where they are either refurbished for continued use or responsibly recycled. This applies to a wide range of workplace technology, including desktops, notebooks, monitors, printers and mobile devices, as well as enterprise servers, network components and storage units. In 2024 alone, BMS successfully refurbished or recycled over 26,000 workplace devices and more than 14,000 enterprise units, reinforcing our commitment to a circular economy and responsible resource management.

Refurbishing and recycling IT products not only extends their life, but also captures new value and helps reduce environmental impact.

Through these efforts, we have achieved an additional environmental impact in 2024, including ~8.50 metric tons of materials that have been recycled.

SPOTLIGHT

Greater Impact, Less Waste Through IT Asset Donation

BMS is driving positive social and environmental change through a streamlined IT asset donation process that extends the life of our gently used technology while supporting global communities in need. In partnership with Corporate Giving, our IT Asset Management team has implemented a standardized and automated donation workflow using ServiceNow, transforming a formerly manual, email-based process into a highly efficient, transparent system. This new approach ensures a faster and more effective allocation of resources.

Through this enhanced process, BMS sent nearly 600 devices to Puerto Rico in a fraction of the time it once took, making a significant impact in underserved areas. In early 2024, using our legacy manual system, we also made IT asset donations to regions such as Africa, Switzerland, Argentina, Mexico, Chile and Colombia, further expanding our global reach.

These efforts not only reduce e-waste and extend device lifespans, but also help bridge the digital divide. Additionally, they align with our sustainability target of achieving zero waste to landfill by 2040, reinforcing our commitment to a more sustainable and socially responsible future.

900+ IT devices
provided to strategic grantees by Corporate Giving in 2024

Packaging & Transportation

BMS strives to develop sustainable packaging while innovating to minimize our transportation footprint.

We do this while keeping the focus on our priority: the safety, efficacy and integrity of the product inside. BMS strictly adheres to regulatory requirements around pharmaceutical product quality and safety, including packaging specifications and requirements, prior to transporting our life-saving medicines around the globe to healthcare providers and patients.

Transportation

The mode of transport that we choose for our medicines—whether ground, air or ocean—plays an important role in how we operate sustainably. We identify opportunities to reduce the number of trips per year through consolidation or working with suppliers who can provide more efficient ground transportation.

In 2024, we concentrated on improving the data we gather to more effectively report our impact on Scope 3 GHG emissions. Additionally, we continued to encourage our logistics partners to align their environmental data with industry-wide frameworks for carbon reporting.

Collaborating with 10 of our key logistics partners, we were able to transition from the spend-based method to the distance- and fuel-based methods. This transition is intended to help enhance the accuracy of our carbon emissions data and to support our ability to identify and implement carbon-reduction opportunities.

Furthermore, we established criteria for centralized reporting of the Global Supply Chain (GSC) carbon footprint performance, aiming to identify high-impact areas and make data-driven decisions to reduce emissions.

Achievements

- **Twin-Deck Vehicle Implementations** – Achieved substantial annual CO_2 reduction by halving the amount of trucks used to ship our products in parts of Europe
- **Co-Loading Biological & Pharmaceutical Products** – Utilized dual-temperature/twin-deck trucks to achieve substantial reduction in CO_2 by reducing the amount of trips in parts of Europe
- **Direct Receipts in the U.S.** – Significantly reduced CO_2 per year by eliminating the transfer of finished product volumes through distribution centers in the U.S.

A cross-functional BMS team implemented a twin-deck vehicle solution to increase loading capacity, consolidate shipments and ultimately lower the carbon footprint of our road transportation operations in Europe. Similarly, the co-loading solution increased efficiency by maximizing the use of available space in temperature-controlled vehicles, reducing the number of trips needed to move BMS goods. This led to lower fuel consumption and emissions per cargo, contributing to a smaller carbon footprint. The removal of transfers for BMS' finished products saved costs and time, and also reduced carbon emissions related to transportation activities.

Our priority is to bolster our supply chain's reliability, agility and sustainability, and we will continue to work with vendors who share our commitment to reducing our transportation-related environmental impacts.

SPOTLIGHT

Simulated Shipping Test Reduces Carbon Footprint, Cost and Time

Our medicines are used around the world, often thousands of miles from where BMS manufactures them. To ensure the safety and efficacy of our products, we must also ensure that they arrive at their destination in the same top-quality condition. This involves packaging, palletizing and shipping our products via air freight or other means and then performing shipping validation testing of both the packaging and products. The legacy process is time-consuming and costly, and creates carbon emissions.

A cross-functional BMS team identified a solution to simulate product shipment and movement, using vibration technology in a laboratory environment to replace real-world test shipments. A small business/laboratory in New Jersey was selected to partner with us and host the vibration equipment and environmental chambers. This innovative approach is estimated to save more than $1 million annually; reduce our transportation emissions footprint; and significantly save time by eliminating the transport, customs, prep and logistics monitoring involved with test shipments.

Pharmaceuticals in the Environment

BMS takes proactive steps to mitigate the risk of pharmaceuticals in the environment (PiE).

We collaborate with industry partners, academic researchers, and regulatory and environmental agencies, and participate in initiatives led by trade associations to further understand and proactively address our company's potential impacts on human health and the environment from PiE. Additionally, shifts in our portfolio to biologics, such as monoclonal antibodies, have produced new medicines that more readily biodegrade in the environment, further reducing impacts related to PiE.

More information is available here.

Understanding and Reducing Environmental Risks of Medicines

BMS is taking part in innovative research to proactively manage the environmental impact of medicines through the PREMIER project, which brings together a world-leading multidisciplinary consortium composed of 25 partners from the public and private sectors working to contribute to a sustainable future.

PREMIER
PRIORITISATION AND RISK EVALUATION OF MEDICINES IN THE ENVIRONMENT

The project focuses on designing a novel information and assessment system for identifying and addressing environmental risks of medicines, especially for those with limited data availability, and will explore options to incorporate environmental considerations earlier in the drug development process to steer development in a greener direction. Ultimately, this project could support the establishment of a new European standard for environmental protection, reassuring patients and society at large that medicines are increasingly safe for the environment.

Water

Water is essential for life, and it is equally important for the research, development and manufacturing of life-sustaining pharmaceuticals.

BMS continuously looks for ways to reduce our impact on water withdrawal and to find better mechanisms of water treatment. This includes establishing water balances and mass balances, developing metering master plans to support facility-wide water-reduction strategies, improving the treatment of wastewater, and working alongside internal and external partners to find opportunities for water stewardship and conservation. In the past year, we updated our evaluation of locations where BMS operations/facilities occur in water-stressed areas, and we have plans to focus stewardship activities on these areas.

Water Stewardship and Conservation

Our water-efficiency initiatives and programs across BMS sites support efforts of water-withdrawal reduction and water optimization. We have implemented smart meters within building automation systems or cloud-based platforms that track water usage across certain buildings at seven of our largest campuses, allowing for quick responses to water-use deviations.

BMS redefined our Water Equity Goal by 2040, defining measurable goals and timelines to implement water stewardship across our operations by 2040.

We also embarked on the first phase of an enhanced water stewardship program, including the identification of associated goals across three focus areas:

1. **Implement Alliance for Water Stewardship standards at BMS sites operating in stressed watersheds.** This multi-step program will help us to identify local water stressors and projects for implementation, improve the watersheds we access, and reduce risks to operations and patients.
2. **Reduce water footprint in BMS' direct operations through conservation, reduction, reuse and/or other innovations.** This includes enhancing governance and policy for our pharmaceutical discharge assessment program and setting a near-term, volumetric-based reduction goal.
3. **Increase our understanding of the water footprint of our external supply chain**, with the goal of completing a water footprint and stress evaluation of external manufacturing facilities and raw-material suppliers.

Wastewater Management

BMS follows stringent corporate standards and guidelines that meet or exceed local requirements for the treatment and management of wastewater effluents. We design clean and efficient pharmaceutical manufacturing processes that minimize impacts on the environment.

Wastewater from our facilities undergoes a high degree of treatment before being discharged. Treatment is provided by company owned and operated onsite infrastructure or offsite municipal wastewater treatment systems, or a combination of both. We continue to allocate additional resources to assess and better understand the wastewater characteristics at our sites, enabling us to identify potential reuse opportunities. BMS' manufacturing processes minimize the volume and composition of wastewater, and we meet or exceed government requirements for its discharge and treatment.

Green & Sustainable Science

BMS is science-powered. As we define what's possible and accelerate the development of new medicines, we remain focused on reducing the environmental impact of our important work.

Greener By Design

We aim to establish, promote and integrate green chemistry design principles in new product development and commercialization of small molecules. Our "greener by design" philosophy focuses on minimizing the environmental impact of our manufacturing process.

- Reduce Waste
- Increase Yield
- Minimize Hazards
- Lower Costs
- Maximize Efficiency

My Green Lab Certification

In 2023, BMS adopted the global My Green Lab (MGL) certification, building upon the success of our long-standing internal MGL certification program to reduce environmental impact by minimizing work-based energy usage, water usage and waste. Aligned with the U.N. Race to Zero campaign, it is considered an international gold standard for lab sustainability practices. By December 2024, we had 47 labs participating in the MGL certification program across 12 BMS global sites, reaching over 450 scientists.

Green Chemistry Award

Scientists from BMS, Princeton University and the University of California-Los Angeles (UCLA) were awarded the American Chemical Society (ACS) Data Science and Modeling for Green Chemistry Award in 2024 for the development of both a process mass intensity (PMI) prediction app (led by BMS with support from the ACS Green Chemistry Institute Pharmaceutical Roundtable), along with a Bayesian optimization tool (BMS, Princeton, UCLA). This combination of apps enables better decision making during ideation and route design, along with optimization of chemical processes involved in creating new pharmaceuticals. In this way, both apps will help accelerate the development of "greener by design" outcomes.

We strive to implement a "greener by design" approach to the manufacturing of drug substances. We consider the impact of our processes on our people, planet and portfolio from our first delivery in a clinical trial through commercialization.

People

Helping to ensure robust processes and the safety of our science to minimize risks for patients and our scientific teams

Planet

Leveraging multiple metrics to minimize the environmental impact of pharmaceutical manufacturing

Portfolio

Seeking to optimize our impact across our portfolio, and focusing on where our teams can deliver the greatest results

Base Metals Initiative

In last year's "Building a Better Future" report, we discussed our Base Metals Initiative, in which we looked for ways to replace expensive precious metals, such as palladium, with earth-abundant metals like cobalt and nickel in chemical syntheses. To support these efforts, BMS has developed screening platforms to quickly identify reaction conditions with inexpensive nickel salts. This not only enables the replacement of palladium in individual chemical processes, but also unlocks new starting materials and, in turn, new ways to make small molecules. On a recent project, this resulted in both an increase in the final product yields (20.8% to 37.2%) and in overall sustainability (process mass intensity decreased from 1,783 to 376).

We continue to investigate novel transformations that are challenging for precious metals like palladium, where the development of earth-abundant metals can lead to new reactivity, shorter routes and more available starting materials.

Process Mass Intensity (PMI)

At BMS, we are continuously looking for ways to make our drug development processes more efficient, and, by design, more sustainable. This process includes reviewing our PMI, which is the total mass of materials used (raw materials, reactants and solvents) to produce a specified mass of our active pharmaceutical ingredients (APIs). We then run through campaigns to reduce the chemical waste in the process, leading to better efficiency in the manufacturing of our life-saving medicines. Over a two-year period (2023–2024), we focused on 21 APIs and were able to reduce our PMI by 42%. This reduction accounted for more than 3,700 metric tons of chemical waste, including reductions in solvents, water and other key items.

PFAS Mitigation

In October 2024, we joined 19 global pharmaceutical companies as signatories of the Pharma Manufacturing Forum's PFAS Supply Chain Mitigation Actions Memorandum. In doing so, BMS committed to work collaboratively to identify the appropriate approach to manage per- and polyfluoroalkyl substances (PFAS) in the manufacturing supply chain. This industry-wide collaboration fosters the sharing of information and insights to help secure the pharmaceutical supply chain.

Freezer Challenge Award

The Specimen Library at Bristol Myers Squibb won a 2024 Freezer Challenge award, one of only 18 labs to receive this prestigious recognition among over 3,000 entries. Thousands of scientists around the world compete in the International Laboratory Freezer Challenge each year to learn how to be more energy efficient with their labs' cold storage, and to improve sample accessibility, reduce risk and save costs for their institutions.

The Freezer Challenge program is a partnership between My Green Lab and the International Institute for Sustainable Laboratories (I2SL)—two nonprofits working within the laboratory sustainability space to address the high energy usage of laboratory refrigerators, freezers and cold rooms.

2023–2024 PMI Campaigns

42% average Process Mass Intensity (PMI) reduction, across

21 API campaigns, eliminating the generation of

3,700 metric tons of chemical waste

Working with Responsible Partners

Responsible Sourcing

In addition to the long-standing expectations of BMS' standards for third parties, the Sustainable Procurement Team launched the Responsible Sourcing program to approximately 300 suppliers in 2024. These suppliers are global, and they deliver products and services from across the supply chain; both internal procurement teams and supplier partners were trained on expectations, ways of working, and the use of the main tool deployed to gather evidence on supplier sustainability risk and performance.

The results from the sustainability assessments are being shared with procurement teams to drive continuous improvement actions with suppliers to mitigate risk and improve responsible sourcing practices over the long term. As more data and insights become available, it will become increasingly embedded in procurement processes to screen for and incentivize sustainability performance.

> Through collaboration with visionary partners like Bristol Myers Squibb, we are redefining sustainability in pharmaceutical logistics, aligning with their Scope 3 reduction goals to create a measurable impact."
>
> **MICHAEL HEGGLIN**
> SENIOR GLOBAL SUSTAINABILITY MANAGER AND TEAM LEAD AT SKYCELL

Helping Suppliers Achieve SBTi Goals

BMS has committed to ambitious climate action, and we need to engage our supply chain partners to help us meet our science-based targets (SBTs) by 2028. BMS has launched a Supplier Decarbonization Accelerator to provide resources and support to our suppliers. The accelerator is intended to benefit our suppliers, but is geared mainly for those just beginning their emissions tracking journey.

The program takes a collaborative approach focused on engagement and education to support suppliers at all levels of climate maturity and provide them with resources. The first deployment of our Supplier Decarbonization Accelerator program kicked off in September 2024 with events such as webinars and roundtables that were attended by over 140 suppliers. Please see the sustainability section of the data annex in the appendix of this report for updates to current performance.

Leading the Way on Supply Chain

In November 2024, Zero100, a leading supply chain intelligence firm, appointed Karin Shanahan, Executive Vice President of Global Product Development and Supply at Bristol Myers Squibb, to the Zero100 Advisory Board.

Zero100 recognized her leadership of BMS' forward-thinking approaches to drive high-impact change across global supply networks. This membership-based research and development organization convenes leaders to power growth, resilience and sustainability through digital supply chain transformation.

Industry Acceleration

BMS continues to drive industry collaboration in the form of its participation across key pharmaceutical supply chain programs:

- **Energize** – A program designed to provide free access to renewable energy procurement education for suppliers, which celebrated a multi-buyer Power Purchase Agreement (PPA) to decarbonize healthcare supply chains. BMS has engaged over 230 suppliers in the program and will continue to advocate for renewable energy adoption.
- **My Green Lab's (MGL's) Converge Program** – BMS joined the Converge program at the end of 2023, and has since engaged over 50 suppliers with significant lab footprints to work toward MGL certification. BMS joined MGL on a virtual stage during COP 29 to further advocate for the opportunity of pharmaceutical supply chain decarbonization. COP 29 is the United Nations Climate Change Conference that took place in Baku, Azerbaijan, November 11–22, 2024.
- **Manufacture 2030 (M2030)** – BMS is a member of M2030's Activate program, which is designed to address some of the most challenging emissions in the supply chain by partnering with active pharmaceutical ingredient (API) external manufacturing suppliers to accelerate the decarbonization process. The group is studying ways to accelerate change in areas such as "green heat" and solvent recovery.

CDP Supply Chain Program

BMS participates annually in the CDP Climate Change Questionnaire. As a member of the CDP Supply Chain program, we request the disclosure of environmental information and data from our strategic suppliers to improve the transparency of our Scope 3 emissions. In 2024, we expanded our list of suppliers to ~240 and achieved a submission response rate of 96%. Of those that participated, 96% disclosed Scope 1 and Scope 2 emissions, 75% have third-party verification/assurance in place, and 47% have "allocated" emissions (the most accurate data for BMS). In addition, 88% of respondents have climate targets, with 63% having science-based targets.

SPOTLIGHT

Supplier Summit

In September 2024, BMS invited more than 60 of our largest suppliers to join a two-day summit, "Partner of Choice," to launch new ways of working and to seek their support in achieving BMS' strategic objectives. Our Board Chair and CEO, Chris Boerner, opened the Partner of Choice Summit, which featured key science and business leaders, an update on procurement and sustainability, and a patient story, among other topics.

Over the course of the program, BMS executives shared our strategies and priorities, our commitment to suppliers to become easy to do business with and contract with, and our expectations for them to help us drive operational excellence and efficiency and to create value for all stakeholders. We underscored how we view our suppliers as key partners in achieving our sustainability goals and how we rely on their proactive engagement to meet and exceed regulatory requirements, improve our environmental commitment and uphold high ethical standards. Participating suppliers ranged from clinical diagnostics and laboratory operations to distribution, IT software, and business consulting and finance companies. We also featured a case study with Lenovo in the summit that highlighted supplier innovation in sustainability.

Bristol Myers Squibb®

7 Looking Ahead

What's next for science, patients, progress

Looking Ahead

Evolution is in our DNA.

As we define what's possible in the future, we remain true to BMS' vision to be the world's leading biopharma company that transforms patients' lives through science.

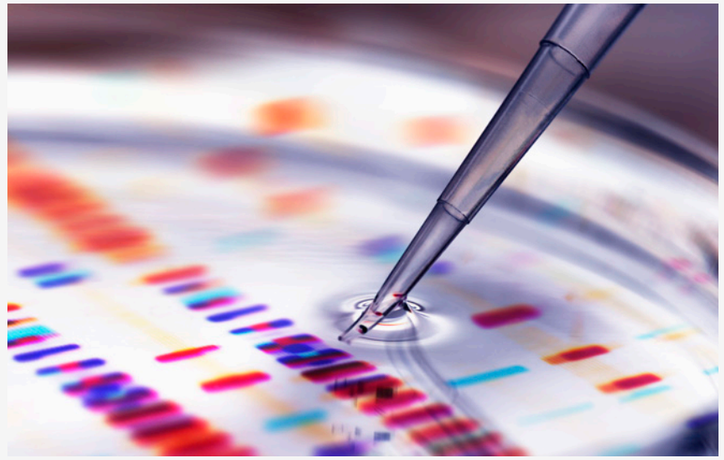
We also remain true to our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases, and to our values of integrity, urgency, accountability, innovation, passion and inclusion.

In 2025, we will build on the significant sustainability and social impact accomplishments of the past year.

Looking ahead, we will:

- Continue to put patients at the center of everything we do, defining what's possible
- Remain dedicated to building stronger and more resilient communities so patients have equitable opportunity to benefit from our medicines and innovation
- Keep working to enable access to innovative medicines in low- and middle-income countries (LMICs) as part of BMS' commitment to health equity globally
- Continue striving to foster an inclusive and engaging work experience to attract, develop and retain a talented workforce that reflects the cultures, backgrounds and experiences of our patients and communities around the world
- Aim to continue enhancing the resilience of our operations through climate scenario analyses and the development of a strategic climate transition plan
- Continue to proactively prepare for enhanced regulatory reporting requirements, ensuring that BMS meets the expectations set by global policies and regulations

Thank you for your interest in Bristol Myers Squibb.



Bristol Myers Squibb®

8 Appendix

The data behind science, patients, progress

Forward-Looking Statements and Non-GAAP Financial Information

This report contains statements about Bristol Myers Squibb's ("BMS," "we," "our," "us" or "the company") future plans and prospects that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. This report also contains certain forward-looking statements, including statements regarding our aspirational corporate social responsibility and environmental, social and governance targets, goals, objectives, commitments and programs and other business plans, initiatives and objectives.

These statements are typically accompanied by the words "anticipates," "believes," "estimates, "expects," "forecasts," "intends," "plans," "projects," "may," "will," "should," "would," "could" or other similar expressions. Such forward-looking statements are based on our current expectations and projections about future goals, plans and objectives, and involve inherent risks, assumptions and uncertainties, including internal or external factors that could delay, divert or change any of them in the next several years, and could cause our goals, plans and objectives to differ materially from those expressed in, or implied by, the statements.

All statements that are not statements of historical facts are, or may be deemed to be, forward-looking statements. Actual results may differ materially from those expressed in, or implied by, these statements as a result of various important factors, discussed in the company's most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q, as well as applicable Current Reports on Form 8-K. These documents are available on the U.S. Securities and Exchange Commission's (SEC's) website, on the company's website or from Bristol Myers Squibb Investor Relations. No forward-looking statements can be guaranteed. No assurance can be given that any goal or plan set forth in forward-looking statements can be achieved and readers are cautioned not to place undue reliance on such statements.

In addition, any forward-looking statements included herein are presented only as of the date hereof. Except as otherwise required by applicable law, the company undertakes no obligation to publicly update any of the provided information, whether as a result of new information, future events, changed circumstances or otherwise.

This report includes certain financial measures that use non-generally accepted accounting principles (non-GAAP) to describe the company's performance.

The non-GAAP information presented herein provides investors with additional useful information but should not be considered in isolation or as substitutes for the related GAAP measures. Moreover, other companies may define non-GAAP measures differently, which limits the usefulness of these measures for comparisons with such other companies.

We encourage investors to review our financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. An explanation of these non-GAAP financial measures and a reconciliation to the most directly comparable financial measure are available on our website at www.bms.com/investors.

This report covers BMS' business and does not address the performance or operations of our suppliers, contractors or partners. The objectives, plans, targets and commitments are aspirational; as such, no guarantees or promises are made that they will be met or successfully executed. Furthermore, data, statistics and metrics included in this report are non-audited estimates, are not prepared in accordance with GAAP, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision.

This report uses certain terms including those that GRI or SASB refer to as "material" to reflect the issues or priorities of BMS or its stakeholders. Used in this context, however, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities or other laws or as used in the context of financial statements and reporting.

2024 Data Annex

The BMS Data Annex is meant to track and communicate our performance that is essential for assessing the influence of our activities, foster ongoing engagement, and ensure open and honest engagement with our stakeholders. We expect that final environmental data—including energy, GHG, waste and water metrics—will be published in an addendum to this "Building a Better Future" report in June 2025.

Social

Workforce	2024
Total number of employees	~34,100
Number of countries covered by employee base	43

Board Diversity	2024
Director tenure	
<5 years	6
5–10 years	5
Average director tenure (years)	5
Number of new directors over the last five years	6
Director gender	
Male	64%
Female	36%
Director demographic and background	
Racially / ethnically diverse directors	36%
Director age distribution	
Average age of directors (years)	63

Leadership	2024
Number of People and Business Resource Groups (PBRGs)	8
Percentage of employees that are members of PBRGs	41%
Average training/development hours per employee*	2.7
Global leader participation in a learning experience designed to support our inclusive BMS culture and employee development	100%

* Specific to BMS Leadership Training

Engagement	2024
MyVoice survey engagement rate	76%
MyVoice inclusive engagement score	72

Hiring	2024
Number of new external hires†	4,164
Percentage of internal new hires‡	44%

Health and Safety	2024
Number of fatalities	0
Incident/injury rate	0.29
Lost-time injury rate (LTIR)	0.11

Health Equity	2024
Number of healthcare providers educated through BMS-supported Health Equity grants§	561,165
Number of outreach programs	132
Amount provided through grants and donations to organizations supporting patients through projects and programs that address health equity	$11,300,000
Number of grants provided through donations to organizations supporting patients through projects and programs that address health equity	132

† U.S. only
‡ As of 4Q24
§ Cumulative for 2023 and 2024

Social (cont'd)

Access	2024
Number of patients reached	~13,100,000
Number of patients reached in LMICs	~128,000
Late-stage assets with access plans	100%

BMS Foundation*	2024
Amount distributed to new and existing grants by the BMS Foundation†	$55,400,000
Number of new grants provided to strategic grantees by the BMS Foundation	42

Volunteerism	2024
Number of volunteer hours logged by BMS employees worldwide	7,670

Pricing Transparency	2024
Percentage of change in average net price year-over-year‡	-1.3%
Percentage of change in average list price year-over-year§	+5.5%

* The Bristol Myers Squibb Foundation is an independent 501(c)(3) charitable entity. Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation.
† Amount is unaudited.
‡ Represents year-over-year change in the average list price or wholesaler acquisition cost (WAC). This is also referred to as the starting price of the product that is set by the company. Metrics provided in "Our 2024 U.S. Pricing Transparency" include all products marketed in the U.S. for which BMS is the holder of the new drug applications (NDAs).
§ Represents year-over-year change in the average net selling price, which is WAC less gross-to-net (GTN) adjustments. This is also referred to as the final cost for the product received by the company after the noted GTN adjustments.

Governance

Product Quality and Safety	2024
Total number of product recalls (U.S.)	0
Total number of FDA inspections (GVP)	4
Total number of FDA inspections with observations (GVP)	1

Research and Development (R&D)	2024
Total investment in R&D	$11.159 billion

Clinical Trials	2024
Percentage of sites in diverse areas¶	42.7%
Inclusion in clinical trials	
Percentage of recruited patients who are non-white: Alzheimer's trials	12%
Percentage of recruited patients who are non-white: pulmonary fibrosis trials	59%
Percentage of recruited patients who are Black: multiple myeloma trials	7%
Percentage of recruited patients who are non-white: lupus trials	38%
Percentage of of study protocols collecting sexual orientation, gender identity and intersex status (SOGIIS) voluntary data in the U.S.	90%Δ
Percentage of female investigators	41%
Reduction in patient and site burden scores for new study protocols	
Patient burden reduction	7.7%
Site burden reduction	7.0%

Political Engagement	2024
Amount in corporate political contributions	$277,650
Amount in federal lobbying spend	$5,280,000

Code of Conduct	2024
Percentage of employees trained on the Code of Conduct	97%
Number of contacts received to the BMS Integrity Line	828
Number of Integrity Line contacts closed	709

¶ Defined as 30%+ non-white
Δ Of potential trial starts

Sustainability

Supplier Engagement*	2024
Percentage of spend for suppliers with SBT target set	
Global procurement spend	23.6%
Engaged spend	50.0%
Percentage of spend for suppliers with SBT commitment	
Global procurement spend	9.9%
Engaged spend	21.1%
Percentage of spend for suppliers reporting their progress annually via GRI or CDP	
Global procurement spend	40.1%
Engaged spend	85.1%
Percentage of spend for suppliers implementing oversight of their supply chain on sustainability issues	
Global procurement spend	37.1%
Engaged spend	78.8%
Percentage of spend for suppliers taking action on supply chain issues targeted at buyers and suppliers	
Global procurement spend	30.1%
Engaged spend	63.9%
Spend with small and diverse-owned businesses	**$1 billion+**
Number of countries outside the U.S. reached with programs which engage in a variety of supplier programs	**35**

Energy (MWh)	2022	2023	2024
Total Energy Consumption	**1,487,500**	**1,484,444**	Metrics to be published in upcoming addendum
Total Non-Renewable Energy Consumption	**1,454,496**	**1,442,610**	
Fossil Fuels (Natural Gas, Propane, Oil, Diesel, Gasoline)	1,047,829	1,038,999	
Electricity	406,667	403,611	
Biomass	–	–	
Total Electricity			
Percentage of Electricity from Grid	92%	91%	
Percentage of Electricity from Renewable Sources	8%	9%	
Total Renewable Energy Consumption	**33,004**	**41,834**	
Self-Generated Renewable Electricity	29,724	36,792	
Purchased or Acquired Renewable Electricity	3,280	5,042	

Emissions (CO_2e)	2022	2023	2024
Total Scope 1 GHG Emissions	**211,936**	**208,535**	Metrics to be published in upcoming addendum
Scope 1 Stationary Combustion GHG Emissions	179,230	175,560	
Scope 1 Mobile Combustion GHG Emissions	26,427	29,691	
Scope 1 Fugitive GHG Emissions	6,279	3,284	
Total Scope 2 Location-Based GHG Emissions	**155,100**	**158,817**	
Total Scope 2 Market-Based GHG Emissions	**161,907**	**158,447**	
Total Scope 1 and Scope 2 (Market-Based)	**373,843**	**366,982**	
Scope 1 and Scope 2 Pollutants	**179,230**	**175,560**	
Carbon Dioxide (CO_2)	–	–	
Methane (CH_4)	–	–	
Nitrous Oxide (N_2O)	–	–	
Hydrofluorocarbons (HFCs)	–	–	
Total Scope 3 GHG Emissions	**1,768,500**	**1,750,947**	
Category 1 – Purchased Goods and Service	1,354,700	1,353,368	
Category 2 – Capital Goods	19,900	23,745	
Category 3 – Fuel- and Energy-Related Activities	71,900	72,108	
Category 4 – Upstream Transportation and Distribution	137,300	131,064	
Category 5 – Waste Generated in Operations	4,400	3,839	
Category 6 – Business Travel	57,200	65,504	
Category 7 – Employee Commuting / Work from Home	58,300	49,734	
Category 9 – Downstream Transportation and distribution	6,700	6,321	
Category 12 – End-of-Life Treatment of Sold Products	3,200	3,293	
Category 15 – Investments	54,900	41,971	
Biogenic Emissions	876	948	
Total Value Chain (Scopes 1, 2 & 3) GHG Emissions	**2,142,307**	**2,117,929**	

* Engaged spend includes those suppliers' cumulative spend that BMS has engaged with in the Responsible Sourcing Program.

Sustainability (cont'd)

Water (m^3 million)	2022	2023	2024
Total Water Withdrawal	**2.762**	**2.766**	Metrics to be published in upcoming addendum
Groundwater	0.228	0.179	
Gray Water / Recycled Sources	–	–	
Third Party / Municipal	2.535	2.587	
Fresh Surface	–	–	
Total Water Discharge	**1.536**	**1.496**	
Amount of Water Recycled	**–**	**–**	
Total Water Consumption	**1.227**	**1.270**	

Waste (mt)	2022	2023	2024
Total Waste	**13,455**	**11,479**	Metrics to be published in upcoming addendum
Total Recycled / Reused	**6,220**	**5,952**	
Total Waste to Landfill / Disposed	**2,231**	**1,598**	
Total Non-Hazardous Waste	**11,620**	**9,702**	
Recycled / Reused	6,185	5,925	
Landfill	2,231	1,598	
Composted / Digested	3	2.587	
Incineration (with energy recovery)	964	916	
Incineration (no energy recovery)	787	481	
Other Recovery	1,450	549	
Food Donations	–	–	
Total Hazardous Waste	**1,835**	**1,777**	
Recycled / Reused	35	27	
Landfill	3	–	
Incineration (with energy recovery)	100	121	
Incineration (no energy recovery)	1,603	1,265	
Offsite Treatment	–	–	
Other Recovery	–	–	
Total Diversion Rate (%)	**83%**	**86%**	

My Green Lab Certifications (Count)	2022	2023	2024
Labs Certified	**Official My Green Lab participation began in 2023**	**0**	**21**
Labs in Process of Certification		**22**	**27**

Global Reporting Initiative (GRI) 2024 Index

This index aligns with the Global Reporting Initiative's Sustainability Reporting Standards for the period from January 1, 2024, to December 31, 2024, unless otherwise noted. This report has been prepared in reference to GRI standards.

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 2: General Disclosures 2021	2-1	Organizational details	2024 10-K, pg. 1 (Item 1. Business)
	2-2	Entities included in the organization's sustainability reporting	2024 10-K, Exhibit 21
	2-3	Reporting period, frequency and contact point	Bristol Myers Squibb aims to publish an ESG Report annually. The 2024 "Building a Better Future" report mainly covers information from the fiscal year ending December 31, 2024, unless otherwise indicated. Questions and inquiries on the reported information can be submitted to our Media Relations team.
	2-4	Restatements of information	2024 Building a Better Future Report, pg. 4 (Chapter I: Introduction > About this Report)
	2-5	External assurance	The assurance statements over Environmental data will be provided in the upcoming addendum.
	2-6	Activities, value chain and other business relationships	2024 10-K, pg. 1 (Item 1. Business)
	2-7	Employees	2024 10-K, pg. 21 (Item 1. Business) 2025 Proxy Statement, pg. 33 (How We Are Organized)
	2-8	Workers who are not employees	Information unavailable
	2-9	Governance structure and composition	2024 10-K, pg. 37 (Part 1A) 2025 Proxy Statement, pg. 33 (How We Are Organized)
	2-10	Nomination and selection of the highest governance body	2025 Proxy Statement, pg. 19 (How We Are Selected and Elected)
	2-11	Chair of the highest governance body	2025 Proxy Statement, pg. 8 (Item 1. Election of the Board of Directors)
	2-12	Role of the highest governance body in overseeing the management of impacts	2024 Building a Better Future Report, pg. 11 (Chapter II: Operating with Integrity > Corporate Governance & Risk Management) 2025 Proxy Statement, pg. 23–25 (How We Govern and Are Governed) Board Committees and Charters
	2-13	Delegation of responsibility for managing impacts	2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity)
	2-14	Role of the highest governance body in sustainability reporting	2024 Building a Better Future Report, pg. 11 (Chapter II: Operating with Integrity > Sustainability and Social Impact Oversight)
	2-15	Conflicts of interest	2024 Building a Better Future Report, pg. 12 (Chapter II: Operating with Integrity > Executive Compensation)
	2-16	Communication of critical concerns	2024 Building a Better Future Report, pg. 13 (Chapter II: Operating with Integrity > Our Value of Integrity)

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	2025 Proxy Statement, pg. 5 (Who We Are: 2025 Director Nominees)
	2-18	Evaluation of the performance of the highest governance body	2025 Proxy Statement, pg. 22 (Annual Evaluation Process) 2024 Corporate Governance Guidelines, pg. 6 (Evaluating the Board's Performance)
	2-19	Remuneration policies	2025 Proxy Statement, pg. 40–79 (Executive Compensation) Governance & Executive Compensation Policies
	2-20	Process to determine remuneration	2025 Proxy Statement, pg. 40–79 (Executive Compensation) Governance & Executive Compensation Policies
	2-21	Annual total compensation ratio	2025 Proxy Statement, pg. 95 (Pay Ratio)
	2-22	Statement on sustainable development strategy	2024 Building a Better Future Report, pg. 6 (Chapter I: Introduction > Letter from Our Board Chair & CEO) 2024 10-K, pg. 40 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	2-23	Policy commitments	2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 10 (Protecting and Empowering Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 9 (II. Human Rights and Labor)
	2-24	Embedding policy commitments	2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 10 (Protecting and Empowering Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 9 (II. Human Rights and Labor)
	2-25	Processes to remediate negative impacts	2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity) Position on Human Rights Our Standards of Business Conduct and Ethics, pg. 10 (Protecting and Empowering Our Employees) Standards of Business Conduct and Ethics for Third Parties, pg. 9 (II. Human Rights and Labor)
	2-26	Mechanisms for seeking advice and raising concerns	Our Standards of Business Conduct and Ethics 2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity)
	2-27	Compliance with laws and regulations	2024 10-K, pg. 118–122 (Item. 8 Financial Statements and Supplementary Data > Note 20. Legal Proceedings and Contingencies)
	2-28	Conflicts of interest	Stakeholder Engagement > Examples of Business Association Memberships
	2-29	Approach to stakeholder engagement	2024 Building a Better Future Report, pg. 6 (Chapter I: Introduction > Letter from Our Board Chair & CEO)
	2-30	Collective bargaining agreements	2024 Building a Better Future Report, pg. 39 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce)

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 3: Material Topics 2021	3-1	Process to determine material topics	2024 Building a Better Future Report, pg. 6 (Chapter I: Introduction > Letter from Our Board Chair & CEO) BMS Materiality Assessment, pg. 5
	3-2	List of material topics	2024 Building a Better Future Report, pg. 6 (Chapter I: Introduction > Letter from Our Board Chair & CEO) BMS Materiality Assessment, pg. 7
	3-3	Management of material topics	2024 10-K, pg. 40–74 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations) 2024 Building a Better Future Report, pg. 6 (Chapter I: Introduction > Letter from Our Board Chair & CEO) BMS Materiality Assessment, pg. 8
GRI 201: Economic Performance 2016	201-1	Management of material topics	2024 10-K, pg. 40–74 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	201-2	Financial implications and other risks and opportunities due to climate change	2024 CDP Disclosure 2024 Climate Change Report 2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health)
	201-3	Defined benefit plan obligations and other retirement plans	2024 10-K, pg. 113–116
	201-4	Financial assistance received from the government	2024 10-K, pg. 75–125 (Item 8. Consolidated Financial Statements)
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	2024 Building a Better Future Report, pg. 16 (Chapter III: Advancing Patient Health Around the World) Bristol Myers Squibb Foundation
	203-2	Significant indirect economic impacts	2024 Building a Better Future Report, pg. 16 (Chapter III: Advancing Patient Health Around the World) Bristol Myers Squibb Foundation
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	2024 10-K, pg. 24 (Item 1A. Risk Factors) 2024 Building a Better Future Report, pg. 10 (Chapter II: Operating with Integrity) Our Standards of Business Conduct and Ethics, pg. 7 (Anti-Corruption) Standards of Business Conduct and Ethics for Third Parties, pg. 7 (Anti-Bribery and Corruption)
	205-2	Communication and training about anti-corruption policies and procedures	2024 Building a Better Future Report, pg. 14 (Chapter II: Operating with Integrity > Ethical Business) Our Standards of Business Conduct and Ethics, pg. 7 (Anti-Corruption) Standards of Business Conduct and Ethics for Third Parties, pg. 7 (Anti-Bribery and Corruption)
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Information unavailable
	301-2	Recycled input materials used	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling)
	301-3	Reclaimed products and their packaging materials	Information unavailable

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 302: Energy 2016	302-1	Energy consumption within the organization	2024 Building a Better Future Report, pg. 48 (Chapter VI: Sustaining Our Planet & Improving Health > Energy Efficiency) Energy Conservation ENERGY STAR AWARD, Press Release 2024 CDP Disclosure
	302-2	Energy consumption outside of the organization	2024 Building a Better Future Report, pg. 48 (Chapter VI: Sustaining Our Planet & Improving Health > Energy Efficiency) 2024 CDP Disclosure
	302-3	Energy intensity	2024 Building a Better Future Report, pg. 48 (Chapter VI: Sustaining Our Planet & Improving Health > Energy Efficiency) 2024 CDP Disclosure
	302-4	Reduction of energy consumption	2024 Building a Better Future Report, pg. 48 (Chapter VI: Sustaining Our Planet & Improving Health > Energy Efficiency) 2024 CDP Disclosure
	302-5	Reductions in energy requirements of products and services	2024 CDP Disclosure
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	2024 Building a Better Future Report, pg. 55 (Chapter VI: Sustaining Our Planet & Improving Health > Water) 2024 CDP Disclosure
	303-2	Management of water discharge-related impacts	2024 Building a Better Future Report, pg. 55 (Chapter VI: Sustaining Our Planet & Improving Health > Water) 2024 CDP Disclosure
	303-3	Water withdrawal	2024 Building a Better Future Report, pg. 55 (Chapter VI: Sustaining Our Planet & Improving Health > Water) 2024 CDP Disclosure
	303-4	Water discharge	2024 Building a Better Future Report, pg. 55 (Chapter VI: Sustaining Our Planet & Improving Health > Water) 2024 CDP Disclosure
	303-5	Water consumption	2024 Building a Better Future Report, pg. 55 (Chapter VI: Sustaining Our Planet & Improving Health > Water) 2024 CDP Disclosure
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information unavailable
	304-2	Significant impacts of activities, products and services on biodiversity	Information unavailable

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	Information unavailable
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health) 2024 CDP Disclosure
	305-2	Energy indirect (Scope 2) GHG emissions	2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health) 2024 CDP Disclosure
	305-3	Other indirect (Scope 3) GHG emissions	2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health) 2024 CDP Disclosure
	305-4	GHG emissions intensity	2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health) 2024 CDP Disclosure
	305-5	Reduction of GHG emissions	2024 Building a Better Future Report, pg. 45 (Chapter VI: Sustaining Our Planet & Improving Health) 2024 CDP Disclosure
	305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Information unavailable
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling) 2024 CDP Disclosure
	306-2	Management of significant waste-related impacts	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling) 2024 CDP Disclosure
	306-3	Waste generated	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling) 2024 CDP Disclosure
	306-4	Waste diverted from disposal	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling) 2024 CDP Disclosure
	306-5	Waste directed to disposal	2024 Building a Better Future Report, pg. 51 (Chapter VI: Sustaining Our Planet & Improving Health > Waste & Recycling) 2024 CDP Disclosure

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental data	2024 Building a Better Future Report, pg. 58 (Chapter VI: Sustaining Our Planet & Improving Health > Working with Responsible Partners)
	308-2	Negative environmental impacts in the supply chain and actions taken	2024 Building a Better Future Report, pg. 58 (Chapter VI: Sustaining Our Planet & Improving Health > Working with Responsible Partners)
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	New Employee Hires: 2024 Building a Better Future Report, pg. 64 (2024 Data Annex) Employee Turnover: Employee turnover information is confidential.
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits
	401-3	Parental leave	Benefits
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	2024 Building a Better Future Report, pg. 42 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Safety and Our People)
	403-2	Hazard identification, risk assessment and incident investigation	2024 Building a Better Future Report, pg. 42 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Safety and Our People)
	403-3	Occupational health services	2024 Building a Better Future Report, pg. 42 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Safety and Our People)
	403-4	Worker participation, consultation and communication on occupational health and safety	Principles of Integrity: Our Standards of Business Conduct and Ethics pg. 10 (Protecting Our Employees)
	403-5	Worker training on occupational health and safety	2024 Building a Better Future Report, pg. 42 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Safety and Our People)
	403-6	Promotion of worker health	2024 Building a Better Future Report, pg. 42 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Safety and Our People)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Standards of Business Conduct and Ethics for Third Parties, pg.12 (Environmental, Occupational Health, Safety, & Sustainability)
	403-8	Workers covered by an occupational health and safety management system	2024 Building a Better Future Report, pg. 40 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Our People & Culture)
	403-9	Work-related injuries	2024 Building a Better Future Report, pg. 64 (2024 Data Annex)
	403-10	Work-related ill health	2024 Building a Better Future Report, pg. 64 (2024 Data Annex)
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	2024 Building a Better Future Report, pg. 40 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Our People & Culture); pg. 64 (Data Annex)
	404-2	Programs for upgrading employee skills and transition assistance programs	2024 Building a Better Future Report, pg. 40 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Our People & Culture) BMS Leadership Development Programs
	404-3	Percentage of employees receiving regular performance and career development reviews	2024 Building a Better Future Report, pg. 40 (Chapter V: Fostering a High-Performing & Inclusive Global Workforce > Our People & Culture)

GRI Standard Title	Disclosure Number	Description	Disclosure
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Not disclosed
	405-2	Ratio of basic salary and remuneration of women to men	Not disclosed
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk of incidents of child labor	Standards of Business Conduct and Ethics for Third Parties, pg. 9 II. Human Rights and Labor Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Standards of Business Conduct and Ethics for Third Parties, pg. 9 II. Human Rights and Labor Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Workplace Policies > Security
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social data	Standards of Business Conduct and Ethics for Third Parties Position on Human Rights Bristol Myers Squibb U.N. Global Compact Communication on Progress
	414-2	Negative social impacts in the supply chain and actions taken	Standards of Business Conduct and Ethics for Third Parties Position on Human Right U.K. Anti-Slavery and Human Trafficking Statement
GRI 415: Public Policy 2016	415-1	Political contributions	2024 State and Other Corporate Political Contributions
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	2024 Building a Better Future Report, pg. 24 (Patient Safety & Product Quality), pg. 36 (Clinical Trial Diversity, Innovation & Efficiency), pg. 54 (Pharmaceuticals in the Environment) Clinical Trials and Research Sharps Management Plan
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	FDA Data Dashboard
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Our Medicines
	417-2	Incidents of non-compliance concerning product and service information and labeling	2024 10-K, pg. 24 (Item 1A. Risk Factors)
	417-3	Incidents of non-compliance concerning marketing communications	2024 10-K, pg. 14–15 (Item 1. Marketing, Distribution and Customers)

Sustainability Accounting Standards Board (SASB) 2024 Index

The following index aligns with SASB standards for the Sustainable Industry Classification System (SICS) Healthcare Sector and the Biotechnology and Pharmaceuticals Industry. Effective August 1, 2022, the Value Reporting Foundation—including the SASB Standards—consolidated into the IFRS Foundation, which established the International Sustainability Standards Board (ISSB). The ISSB now governs the SASB standards.

Topic	Code	Description	FY2024 Response
Activity Metrics	HC-BP-000.A	Number of patients treated	Our mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. We track the number of patients treated across various categories and geographies, and we are committed to providing access to medicines for underserved populations and in LMICs. In the U.S., 15.4 million patients have been reached through Health Equity initiatives. For more information, please see the Advancing Patient Health Around the World section of our 2024 Building a Better Future Report.
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3)	BMS currently has 13 listed products in its growth portfolio, five listed legacy products and 30+ early-stage assets. More information can be found in the Pipeline section of our website, and in the Research and Development section of our 2024 10-K.
Safety of Clinical Trial Participants	HC-BP-210a.1	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3)	BMS monitors and evaluates the efficacy of our medicines in clinical trials and any potential or actual adverse events are reported. Additionally, in drug development, we engage the services of physicians, hospitals, medical schools and other research organizations worldwide to conduct clinical trials to establish the safety and effectiveness of new products. In order for a new drug to reach the market, industry practice and government regulations in the U.S., the E.U. and most foreign countries provide for the determination of a drug's effectiveness and safety through preclinical tests and controlled clinical evaluation. For more information, please see the Advancing Patient Health Around the World chapter for Patient Health and Quality and Patient Access of our 2024 Building a Better Future Report, beginning on page 16, in addition to our 2024 10-K.
	HC-BP-210a.2	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3)	None
	HC-BP-210a.3	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3)	BMS does not believe that any of these matters, unless noted in our Annual Report or other company filings, will have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information please see our Annual Report in our 2024 10-K, pg. 118–122 (Item 8. Financial Statements and Supplementary Data > Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.

Topic	Code	Description	FY2024 Response
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	BMS has committed to addressing health inequities in low- and middle-income countries (LMICs) through its ASPIRE (Accessibility, Sustainability, Patient-centric, Impact, Responsibility and Equity) strategy. This strategy, which spans a decade, focuses on advancing access to our innovative treatments to help patients in LMICs, in alignment with the Access to Medicine Index. We have introduced emerging market brands (EMBs) of many of our innovative medicines, using tiered pricing to accommodate the financial capacities of different countries, ensuring accessibility to treatments such as those for beta thalassemia in Thailand. Throughout 2023, BMS filed 11 EMBs, with five receiving regulatory approvals. One of the key initiatives involves collaboration with the Access to Oncology Medicines (ATOM) Coalition, aiming to expand access to cancer treatments in LMICs. This ongoing partnership ensures that more patients benefit from BMS' leading immuno-oncology therapies, addressing the pressing needs of priority diseases such as cancer in these regions. BMS and the ATOM Coalition are collaborating to initiate development of access pathways in three LMICs with plans to expand to 15 LMICs by 2026. In terms of research and development, BMS continues to focus on producing affordable treatments and implementing sustainable manufacturing and distribution practices. They are committed to ensuring equitable access through product donations and philanthropic activities, and by influencing public policy to remove barriers to healthcare access. Additionally, the EMBs and collaborations also address patents and licensing issues, making treatments available in countries where access is most critical. This comprehensive approach aligns with BMS' overarching goal of promoting health equity and improving patient outcomes in underserved communities by reaching more than 208,000 patients in LMICs per year by 2033. For more information, please see Chapter III: Advancing Patient Health Around the World of this report.
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Program (PQP)	None
Affordability & Pricing	HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across U.S. product portfolio compared to previous year	From 2023 to 2024, the weighted average list price increased 5.5%, while the weighted average net price across the U.S. product portfolio decreased -1.3%. For more information about our pricing strategy and transparency, please see our 2024 Proxy Statement, pg. 29–32 (Responsible Drug Pricing Strategy & Transparency), 2024 10-K, pg. 16 (Item 1. Pricing, Price Constraints and Market Access), and Pricing Position Statement.
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	For more information about our pricing strategy and transparency, please see our 2024 Proxy Statement, pg. 29–32 (Responsible Drug Pricing Strategy & Transparency), 2024 10-K, pg. 16 (Item 1. Pricing, Price Constraints and Market Access), and Pricing Position Statement.

Topic	Code	Description	FY2024 Response
Drug Safety	HC-BP-250a.1	Products listed in public medical product safety or adverse event alert databases	Zero products listed in the FDA MedWatch Safety Alerts for Human Medical Products database.
	HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System (FAERS)	In 2024, we continued to achieve strong product safety performance and results, maintaining the quality of our products for the patients who rely on them. Please visit the FAERS MedWatch page for more information.
	HC-BP-250a.3	Number of recalls issued, total units recalled	In 2024, BMS did not issue any patient-level recalls.
	HC-BP-250a.4	Total amount of product accepted for takeback, reuse or disposal	BMS supports the proper collection and disposal of unused or expired medications/sharps from patients. We are a member of the Pharmaceutical Product Stewardship Work Group (PPSWG), which supports pharmaceutical manufacturers with the infrastructure, guidance and subject matter expertise to enable compliance and improve awareness of existing pharmaceutical disposal options. The PPSWG coordinates these efforts through MED-Project, a stewardship organization that implements and operates household unwanted medicine and sharps takeback programs within the United States. Due to regulations, pharmaceutical products are not sorted after collection, so it is difficult to calculate the total amount of unused BMS products collected from U.S. patients. However, in 2024, approximately 773.3 tons of unwanted medicines and 132.6 tons of sharps were disposed of via MED-Project's disposal programs.[†] In addition to our work with MED-Project, we collaborate with other organizations across the globe to facilitate takeback for our patients. This is dependent on many factors, including the availability of existing programs and the infrastructure required for takeback programs. Two programs that we promote and endorse include myoldmeds.com and medsdisposal.eu. Myoldmeds.com, for example, creates an easy way for patients to identify a nearby location where they can properly dispose of unwanted, unused or expired household medicines. These websites also highlight how important it is for patients to securely store household medicines and follow the labeling information and medication guides that companies provide. Learn more about the BMS Household-Generated Sharps Management Plan here: https://www.bms.com/about-us/our-impact/environment/product-stewardship.html [†] This data is unverified. We expect that final environmental data including energy, GHG, waste and water metrics to be published in an addendum to this report in June 2025.
	HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	In 2024, BMS was not involved in FDA enforcement actions in response to violations of cGMP. FDA Compliance Actions can be found on the FDA's Data Dashboard.
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	We have efforts in place to help ensure the quality and integrity of our products within the supply chain and to further patient safety: an integrated team that addresses counterfeiting, product tampering, theft and diversion issues; security technologies to make our packaging and products less vulnerable to counterfeiting and to secure their movement within the supply chain; participation in industry coalitions and organizations addressing this issue; and collaboration with supply chain vendors and law enforcement agencies on product security matters. More information can be found on the Counterfeit Drugs section of our website and also in the Scientific & Research Integrity section of our 2024 Building a Better Future Report.

Topic	Code	Description	FY2024 Response
Counterfeit Drugs	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	We take the risks related to counterfeit medicines very seriously and do all we can to build safety into our medicines and into the supply chain. We evaluate potential risks across the value chain, and apply scientific and technical controls to try to reduce the ability to produce counterfeits, and also to enhance our ability to detect counterfeits. This requires that we work with multiple global authorities, including the U.S. Department of Homeland Security and U.S. Customs and Border Protection, to share information and collaborate on the detection and removal of counterfeits and unsafe medicines from the market. We also have robust drug safety and surveillance programs, and support global reporting of any suspected counterfeits. Interwoven into the reporting or detection programs are time-bound processes that initiate product recall and subsequent testing as appropriate and in concert with the regulatory authorities.
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	BMS currently does not disclose this metric, as it does not have a material impact on our business. However, we cooperate with law enforcement, regulatory agencies, and other pharmaceutical companies and industry organizations, to proactively combat against counterfeit products.
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Unless noted in our Annual Report or other company filings, these items do not have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and are subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information, please see our Annual Report on our 2024 10-K, pg. 118–122 (Item 8. Financial Statements and Supplementary Data > Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	As outlined in our Principles of Integrity: Our Standards of Business Conduct and Ethics, we commit to our advertising and promotion being accurate, truthful and consistent with approved product labeling and applicable law. We use only approved promotional materials with healthcare professionals or patients. For more information, please see our Principles of Integrity: Our Standards of Business Conduct and Ethics.
Employee Recruitment, Development & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	BMS' R&D team is committed to discovering, developing and delivering transformational medicines to patients. Our mission to enhance the lives of patients requires an investment in a strong learning culture. We continue to attract, develop and retain top talent to foster success by offering development programs that allow employees to engage with instructors and fellow students in a virtual or classroom setting. More information can be found on our Careers page and in the 2024 Building a Better Future Report, pg. 39 (Chapter V: Fostering a High-Performing and Inclusive Global Workforce).
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	We believe that our employees around the world embody our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Together, their unyielding focus on patients defines our culture. Our People Strategy is designed to foster an inclusive and engaging work experience to attract, develop and retain the most talented workforce. For more details on our talent recruitment, retention and development strategy, please see our Annual Report on our 2024 10-K, pg. 21 (Item 1. Human Capital Management and Resources).
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	BMS adheres to the audit principles of the international Pharmaceutical Supply Chain Initiative (PSCI) for third-party suppliers in our network.

Topic	Code	Description	FY2024 Response
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	Unless noted in our Annual Report or other company filings, this item does not have a material adverse effect on our financial position or liquidity. However, the outcomes of legal proceedings are inherently unpredictable and are subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters. For more information, please see our Annual Report on our 2024 10-K, pg. 118–122 (Item 8. Financial Statements and Supplementary Data > Note 20. Legal Proceedings and Contingencies) and Quarterly Reports on Form 10-Q.
	HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	We interact with healthcare professionals, patient advocacy groups, payers, and others in a way that does not have, or appear to have, an improper influence on their decisions. More information on how BMS interacts with healthcare professionals and patient organizations can be found on pg. 14 of our Principles of Integrity: Our Standards of Business Conduct and Ethics.