

CELGENE CORP /DE/
Form DEFM14A
February 22, 2019
TABLE OF CONTENTS

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

**SCHEDULE 14A
(Rule 14a-101)**

**INFORMATION REQUIRED IN PROXY STATEMENT
SCHEDULE 14A INFORMATION**

**Proxy Statement pursuant to Section 14(a) of the
Securities Exchange Act of 1934**

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
 - Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under Rule 14a-12

**Celgene Corporation
(Name of Registrant as Specified in Its Charter)**

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required

Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11

- (1) Title of each class of securities to which transaction applies:
- (2) Aggregate number of securities to which transaction applies:
- (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):
- (4) Proposed maximum aggregate value of transaction:
- (5) Total fee paid:

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

TABLE OF CONTENTS

MERGER PROPOSAL—YOUR VOTE IS VERY IMPORTANT

February 22, 2019

Dear Bristol-Myers Squibb Company Stockholders and Celgene Corporation Stockholders:

On behalf of the boards of directors of Bristol-Myers Squibb Company (Bristol-Myers Squibb) and Celgene Corporation (Celgene), we are pleased to enclose the joint proxy statement/prospectus relating to the merger of Celgene with a wholly-owned subsidiary of Bristol-Myers Squibb, which is referred to in this notice as the merger, pursuant to the terms of a merger agreement entered into by Bristol-Myers Squibb and Celgene on January 2, 2019, which is referred to in this notice as the merger agreement.

If the merger is completed, Celgene stockholders immediately prior to the completion of the merger will be entitled to receive \$50.00 in cash, one share of Bristol-Myers Squibb common stock and one contingent value right (each, a CVR) for each share of Celgene common stock held by them, as described in more detail in the accompanying joint proxy statement/prospectus under the heading The Merger Agreement—Merger Consideration. Based on the closing price of a share of Bristol-Myers Squibb common stock on January 31, 2019, the most recent trading day prior to the date of the accompanying joint proxy statement/prospectus for which this information was available, the cash and stock components of the merger consideration represented approximately \$99.37 in value per share of Celgene common stock (without considering any potential CVR payout). The value of the consideration to be received by Celgene stockholders will fluctuate with changes in the price of the shares of Bristol-Myers Squibb common stock. We urge you to obtain current market quotations for shares of Bristol-Myers Squibb common stock and shares of Celgene common stock. Shares of Bristol-Myers Squibb common stock are traded on the New York Stock Exchange (the NYSE) under the symbol BMY and shares of Celgene common stock are traded on the Nasdaq Global Select Market (Nasdaq) under the symbol CELG. The CVRs are a new security for which there is currently no public trading market.

In connection with the merger, Bristol-Myers Squibb stockholders are cordially invited to attend a special meeting of the stockholders of Bristol-Myers Squibb to be held on April 12, 2019 at the offices of Kirkland & Ellis LLP located at 601 Lexington Avenue, New York, New York 10022, at 10:00 a.m., Eastern Time, and Celgene stockholders are cordially invited to attend a special meeting of the stockholders of Celgene to be held at the offices of Wachtell, Lipton, Rosen & Katz located at 51 West 52nd Street, New York, New York 10019 on April 12, 2019, at 10:00 a.m., Eastern Time.

Your vote is very important, regardless of the number of shares you own. We cannot complete the merger and the merger consideration will not be paid unless (i) Bristol-Myers Squibb stockholders approve the issuance of shares of Bristol-Myers Squibb common stock in the merger and (ii) Celgene stockholders adopt the merger agreement. Approval of the issuance of shares of Bristol-Myers Squibb common stock in the merger by Bristol-Myers Squibb stockholders requires the affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb common stock and Bristol-Myers Squibb preferred stock voting together as one class, which are referred to together in this notice as Bristol-Myers Squibb stock, at a duly called and held meeting of Bristol-Myers Squibb s stockholders at which a quorum is present. Adoption of the merger agreement by Celgene stockholders requires the affirmative vote of holders of at least a majority of the outstanding shares of Celgene common stock entitled to vote thereon.

At the special meeting of the stockholders of Bristol-Myers Squibb, Bristol-Myers Squibb stockholders will be asked to vote on (i) a proposal to approve the issuance of shares of Bristol-Myers Squibb common stock in the merger and

(ii) a proposal to approve the adjournment from time to time of the Bristol-Myers Squibb special meeting if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the issuance of shares of Bristol-Myers Squibb common stock in the merger.

Bristol-Myers Squibb's board of directors determined that the merger agreement and the transactions contemplated by the merger agreement, including the merger and the issuance of shares of Bristol-Myers Squibb common stock in the merger, are advisable, fair to and in the best interests of Bristol-Myers Squibb and its stockholders and unanimously recommends that Bristol-Myers Squibb stockholders vote (i) FOR the approval of the issuance of shares of Bristol-Myers Squibb common stock in the merger and (ii) FOR the approval of the adjournment from time to time of the Bristol-Myers Squibb special meeting if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the issuance of shares of Bristol-Myers Squibb common stock in the merger.

At the special meeting of the stockholders of Celgene, Celgene stockholders will be asked to vote on (i) a proposal to adopt the merger agreement, (ii) a proposal to approve the adjournment from time to time of the Celgene special meeting if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof, and (iii) a proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

TABLE OF CONTENTS

Celgene's board of directors unanimously determined that the merger agreement and the transactions contemplated by the merger agreement, including the merger, are advisable, fair to and in the best interests of Celgene and its stockholders and unanimously recommends that Celgene stockholders vote (i) FOR the adoption of the merger agreement, (ii) FOR the approval of the adjournment from time to time of the Celgene special meeting if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof, and (iii) FOR the proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

Bristol-Myers Squibb expects to issue up to approximately 701,024,507 shares of its common stock and up to approximately 701,024,507 CVRs to Celgene stockholders in the merger. In addition, shares of Bristol-Myers Squibb common stock and CVRs may be issued from time to time following the effective time of the merger to holders of Celgene equity awards on the terms set forth in the merger agreement. See *The Merger Agreement—Treatment of Celgene Equity Awards* beginning on page 175 of the accompanying joint proxy statement/prospectus for a more detailed explanation. Based on the number of shares of Bristol-Myers Squibb common stock outstanding as of January 24, 2019, and the number of shares of Celgene common stock outstanding as of January 29, 2019, immediately following completion of the merger, Bristol-Myers Squibb stockholders immediately prior to the completion of the merger are expected to own approximately 69% of the outstanding shares of Bristol-Myers Squibb common stock and former Celgene stockholders are expected to own approximately 31% of the outstanding shares of Bristol-Myers Squibb common stock.

The accompanying joint proxy statement/prospectus provides important information regarding the Bristol-Myers Squibb and Celgene special meetings and a detailed description of the merger agreement, the merger, the issuance of shares of Bristol-Myers Squibb common stock and CVRs in the merger, the adjournment proposals and the proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger. We urge you to read carefully and in its entirety the accompanying joint proxy statement/prospectus (including the annexes and any documents incorporated by reference into the accompanying joint proxy statement/prospectus). **Please pay particular attention to the section entitled Risk Factors beginning on page 39 of the accompanying joint proxy statement/prospectus.** You can also obtain information about Bristol-Myers Squibb and Celgene from documents that Bristol-Myers Squibb and Celgene previously have filed with the U.S. Securities and Exchange Commission.

For a discussion of the material U.S. federal income tax consequences of the merger, see *Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences* beginning on page 165 of the accompanying joint proxy statement/prospectus.

Whether or not you expect to attend your company's special meeting, the details of which are described in the accompanying joint proxy statement/prospectus, please immediately submit your proxy by telephone, by the Internet or by completing, signing, dating and returning your signed proxy card(s) in the enclosed prepaid return envelope so that your shares may be represented at the applicable special meeting.

If Bristol-Myers Squibb stockholders have any questions or require assistance in voting their shares of Bristol-Myers Squibb stock, they should call MacKenzie Partners, Inc., Bristol-Myers Squibb's proxy solicitor for its special meeting, toll-free at (800) 322-2885 or collect at (212) 929-5500.

If Celgene stockholders have any questions or require assistance in voting their shares of Celgene common stock, they should call Innisfree M&A Incorporated, Celgene's proxy solicitor for its special meeting, toll-free at (877) 750-9497 or (412) 232-3651 for international callers. Banks and brokers may call collect at (212) 750-5833.

We hope to see you at the applicable special meeting and look forward to the successful completion of the merger.

On behalf of the boards of directors of Bristol-Myers Squibb and Celgene, thank you for your consideration and continued support.

Sincerely,

Sincerely,

Giovanni Caforio, M.D.
Chairman of the Board of Directors and
Chief Executive Officer of Bristol-Myers Squibb

Mark J. Alles
Chairman of the Board of Directors and
Chief Executive Officer of Celgene

Neither the U.S. Securities and Exchange Commission nor any state securities commission has approved or disapproved of the securities to be issued under the accompanying joint proxy statement/prospectus or determined that the accompanying joint proxy statement/prospectus is accurate or complete. Any representation to the contrary is a criminal offense.

The accompanying joint proxy statement/prospectus is dated February 22, 2019 and is first being mailed to Bristol-Myers Squibb stockholders and Celgene stockholders on or about February 22, 2019.

TABLE OF CONTENTS

**430 East 29th Street, 14th Floor
New York, New York 10016
(212) 546-4000**

**NOTICE OF SPECIAL MEETING OF STOCKHOLDERS
OF BRISTOL-MYERS SQUIBB COMPANY
TO BE HELD ON FRIDAY, APRIL 12, 2019
10:00 A.M., EASTERN TIME**

To the Stockholders of Bristol-Myers Squibb Company:

NOTICE IS HEREBY GIVEN that a special meeting of stockholders of Bristol-Myers Squibb Company, a Delaware corporation, which is referred to in this notice as Bristol-Myers Squibb, will be held at the offices of Kirkland & Ellis LLP located at 601 Lexington Avenue, New York, New York 10022, on Friday, April 12, 2019, at 10:00 a.m., Eastern Time, for the following purposes:

1. to consider and vote on a proposal to approve the issuance of shares of Bristol-Myers Squibb common stock, par value \$0.10 per share, which is referred to in this notice as Bristol-Myers Squibb common stock, in the merger contemplated by the Agreement and Plan of Merger, dated as of January 2, 2019, as it may be amended from time to time, which is referred to in this notice as the merger agreement, among Bristol-Myers Squibb, Burgundy Merger Sub, Inc., a Delaware corporation and wholly-owned subsidiary of Bristol-Myers Squibb, and Celgene Corporation, a Delaware corporation, which is referred to in this notice as Celgene, pursuant to which Burgundy Merger Sub, Inc. will be merged with and into Celgene, which is referred to in this notice as the merger, with Celgene surviving the merger as a wholly-owned subsidiary of Bristol-Myers Squibb (a copy of the merger agreement is attached as Annex A to the accompanying joint proxy statement/prospectus); and
2. to consider and vote on a proposal to approve the adjournment from time to time of the special meeting of stockholders of Bristol-Myers Squibb, which is referred to in this notice as the Bristol-Myers Squibb special meeting, if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the issuance of shares of Bristol-Myers Squibb common stock in the merger.

Bristol-Myers Squibb's board of directors has fixed the close of business on March 1, 2019 as the record date for the determination of the stockholders entitled to vote at the Bristol-Myers Squibb special meeting or any adjournment or postponement thereof. Only stockholders of record at the record date are entitled to notice of, and to vote at, the Bristol-Myers Squibb special meeting or any adjournment or postponement thereof. Bristol-Myers Squibb anticipates commencing its solicitation of proxies on or about February 22, 2019. Bristol-Myers Squibb will continue to solicit proxies until the date of the Bristol-Myers Squibb special meeting. All stockholders of record as of that date are cordially invited to attend the special meeting in person. If you plan to attend the Bristol-Myers Squibb special meeting, admission will be by ticket only. A form of government-issued photograph identification will be required to enter the meeting. If you are a registered stockholder (your shares are held in your name), you should bring the top portion of the proxy card, which will serve as your admission ticket.

If you are a beneficial owner (your shares are held in the name of a bank, broker or other holder of record) and plan to attend the meeting, you can obtain an admission ticket in advance by writing to Shareholder Services, 430 East 29th Street, 14th Floor, New York, New York 10016. Please be sure to enclose proof of ownership, such as a bank or brokerage account statement. Stockholders who do not obtain tickets in advance may obtain them upon verification of ownership at the Registration Desk on the day of the special meeting.

Your vote is very important, regardless of the number of shares of Bristol-Myers Squibb stock that you own.
Approval of the issuance of shares of Bristol-Myers Squibb common stock in the merger requires the affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb

TABLE OF CONTENTS

stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present. Approval of the adjournment proposal requires the affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by holders of shares of Bristol-Myers Squibb stock entitled to vote (whether or not a quorum is present).

Bristol-Myers Squibb's board of directors determined that the merger agreement and the transactions contemplated by the merger agreement, including the merger and the issuance of shares of Bristol-Myers Squibb common stock in the merger, are advisable, fair to and in the best interests of Bristol-Myers Squibb and its stockholders and unanimously recommends that Bristol-Myers Squibb stockholders vote (i) FOR the approval of the issuance of shares of Bristol-Myers Squibb common stock in the merger and (ii) FOR the approval of the adjournment from time to time of the Bristol-Myers Squibb special meeting if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the issuance of shares of Bristol-Myers Squibb common stock in the merger.

By Order of the Board of Directors,

Giovanni Caforio, M.D.
Chairman of the Board of Directors and Chief Executive Officer
New York, New York
February 22, 2019

IMPORTANT INFORMATION IF YOU PLAN TO ATTEND THE BRISTOL-MYERS SQUIBB SPECIAL MEETING IN PERSON:

A form of government-issued photograph identification will be required to enter the meeting.

If you hold your shares of Bristol-Myers Squibb stock through a brokerage account (in street name), you will also need an account statement or letter from the nominee indicating that you were the beneficial owner of the shares at the record date to be admitted to the Bristol-Myers Squibb special meeting.

Large bags, backpacks, briefcases, cameras, recording equipment and other electronic devices will not be permitted in the meeting, and attendees will be subject to security inspections. We will provide, upon request, wireless headsets for hearing amplification.

TABLE OF CONTENTS

YOUR VOTE IS IMPORTANT!

WHETHER OR NOT YOU EXPECT TO ATTEND THE BRISTOL-MYERS SQUIBB SPECIAL MEETING IN PERSON, WE URGE YOU TO SUBMIT YOUR PROXY AS PROMPTLY AS POSSIBLE (1) VIA THE INTERNET, (2) BY TELEPHONE OR (3) BY COMPLETING, SIGNING AND DATING THE ENCLOSED BRISTOL-MYERS SQUIBB PROXY CARD AND RETURNING IT IN THE POSTAGE-PAID ENVELOPE PROVIDED. IF YOU ATTEND THE BRISTOL-MYERS SQUIBB SPECIAL MEETING IN PERSON AND WISH TO VOTE YOUR SHARES OF BRISTOL-MYERS SQUIBB STOCK AT THE BRISTOL-MYERS SQUIBB SPECIAL MEETING, YOU MAY DO SO AT ANY TIME PRIOR TO THE CLOSING OF THE POLLS AT THE BRISTOL-MYERS SQUIBB SPECIAL MEETING. You may revoke your proxy or change your vote for shares of Bristol-Myers Squibb stock you hold directly in your name by (i) signing another proxy card with a later date and delivering it to Broadridge before the date of the Bristol-Myers Squibb special meeting (we recommend you mail your proxy by April 4, 2019 to ensure timely receipt of your proxy), (ii) submitting revised votes over the Internet or by telephone before 11:59 p.m., Eastern Time, on Monday, April 8, 2019 for shares in employee benefit plans or on Thursday, April 11, 2019 for all other shares, or (iii) attending the Bristol-Myers Squibb special meeting in person and voting your shares of Bristol-Myers Squibb stock at the Bristol-Myers Squibb special meeting. If your shares of Bristol-Myers Squibb stock are held in the name of a bank, broker or other nominee holder of record, please follow the instructions on the voting instruction form furnished to you by such record holder.

The accompanying joint proxy statement/prospectus contains a detailed description of the merger, the merger agreement and the other matters to be considered at the meeting. We urge you to read carefully the accompanying joint proxy statement/prospectus, including all documents incorporated by reference into the accompanying joint proxy statement/prospectus, and its annexes, in their entirety. If you have any questions concerning the merger agreement, the merger, the issuance of shares of Bristol-Myers Squibb common stock or the CVRs in the merger, the adjournment proposal, the Bristol-Myers Squibb special meeting or the accompanying joint proxy statement/prospectus (or any other information contained therein), would like additional copies of the accompanying joint proxy statement/prospectus or need help voting your shares of Bristol-Myers Squibb stock, please contact:

MacKenzie Partners, Inc.
1407 Broadway, 27th Floor
New York, New York 10018
Telephone (Toll-Free): (800) 322-2885
Telephone (Collect): (212) 929-5500
Email: proxy@mackenziepartners.com

or

Bristol-Myers Squibb Company
430 East 29th Street, 14th Floor
New York, New York 10016
Attention: Corporate Secretary
Telephone: (212) 546-3309

TABLE OF CONTENTS

Celgene Corporation
86 Morris Avenue
Summit, New Jersey 07901
(908) 673-9000

**NOTICE OF SPECIAL MEETING OF STOCKHOLDERS OF
CELGENE CORPORATION
TO BE HELD ON FRIDAY, APRIL 12, 2019
10:00 A.M., EASTERN TIME**

To the Stockholders of Celgene Corporation:

NOTICE IS HEREBY GIVEN that a special meeting of stockholders of Celgene Corporation, a Delaware corporation, which is referred to in this notice as Celgene, will be held at the offices of Wachtell, Lipton, Rosen & Katz located at 51 West 52nd Street, New York, New York 10019, on Friday, April 12, 2019, at 10:00 a.m., Eastern Time, for the following purposes:

1. to consider and vote on a proposal to adopt the Agreement and Plan of Merger, dated as of January 2, 2019, as it may be amended from time to time, which is referred to in this notice as the merger agreement, among Bristol-Myers Squibb Company, a Delaware corporation, which is referred to in this notice as Bristol-Myers Squibb, Burgundy Merger Sub, Inc., a Delaware corporation and wholly-owned subsidiary of Bristol-Myers Squibb, and Celgene, pursuant to which Burgundy Merger Sub, Inc. will be merged with and into Celgene, which is referred to in this notice as the merger, with Celgene surviving the merger as a wholly-owned subsidiary of Bristol-Myers Squibb (a copy of the merger agreement is attached as Annex A to the accompanying joint proxy statement/prospectus);
2. to consider and vote on a proposal to approve the adjournment from time to time of the special meeting of stockholders of Celgene, which is referred to in this notice as the Celgene special meeting, if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof; and
3. to consider and vote on a proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

The holders of record of shares of Celgene common stock, par value \$0.01 per share, which are referred to in this notice as shares of Celgene common stock, at the close of business on March 1, 2019 are entitled to notice of and to vote at the Celgene special meeting or any adjournment or postponement thereof. Celgene anticipates commencing its solicitation of proxies on or about February 22, 2019. Celgene will continue to solicit proxies until the date of the Celgene special meeting.

If you hold shares of Celgene common stock in your name at the record date and plan to attend the Celgene special meeting, because of security procedures, you will need to obtain an admission ticket in advance. Tickets will be available to registered and beneficial owners. You can print your own tickets and you must bring them to the meeting to gain access. Tickets can be printed by accessing Shareholder Meeting Registration at www.ProxyVote.com and following the instructions provided (you will need the 16 digit number included on your proxy card or voter instruction form). If you are unable to print your tickets, please contact Celgene's Corporate Secretary at 1-908-673-9000. Requests for admission tickets will be processed in the order in which they are received and must be submitted no later than 11:59 p.m. (Eastern Time) on April 11, 2019. Please note that seating is limited and requests for tickets will be accepted on a first-come, first-served basis. If you received your special meeting materials electronically and wish to attend the meeting, please follow the instructions provided for attendance. If you are

attending the Celgene special meeting in person, you will be required to present valid, government-issued photo identification, such as a driver's license or passport, and an admission ticket to be admitted to the Celgene special meeting.

Adoption of the merger agreement requires the affirmative vote, in person or by proxy, of the holders of a majority of the shares of Celgene common stock outstanding and entitled to vote thereon. Approval of the

TABLE OF CONTENTS

adjournment proposal requires the affirmative vote of a majority of the votes present at the Celgene special meeting by holders of shares of Celgene common stock (whether or not a quorum, as defined under Celgene's by-laws, is present). Approval of the proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger requires the affirmative vote of a majority of the votes cast at the Celgene special meeting by holders of shares of Celgene common stock (assuming a quorum, as defined under Celgene's by-laws, is present).

Celgene's board of directors unanimously determined that the merger agreement and the transactions contemplated by the merger agreement (including the merger) are fair to and in the best interests of Celgene and its stockholders and unanimously recommends that Celgene stockholders vote (i) FOR the proposal to adopt the merger agreement, (ii) FOR the proposal to approve the adjournment from time to time of the Celgene special meeting if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof and (iii) FOR the proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

By Order of the Board of Directors,

Mark J. Alles
Chairman of the Board of Directors and
Chief Executive Officer
Summit, New Jersey
February 22, 2019

IMPORTANT INFORMATION IF YOU PLAN TO ATTEND THE CELGENE SPECIAL MEETING IN PERSON:

If you hold your shares of Celgene common stock through a brokerage account (in street name), your request for an admission ticket must include proof of beneficial ownership at the record date, such as a copy of a brokerage statement reflecting stock ownership as of the record date or a letter from a bank or broker.

Please leave all weapons, cameras, audio and video recording devices and other electronic devices at home. They will not be allowed in the meeting room.

TABLE OF CONTENTS

YOUR VOTE IS IMPORTANT!

WHETHER OR NOT YOU EXPECT TO ATTEND THE CELGENE SPECIAL MEETING IN PERSON, WE URGE YOU TO SUBMIT YOUR PROXY AS PROMPTLY AS POSSIBLE (1) VIA THE INTERNET, (2) BY TELEPHONE OR (3) BY COMPLETING, SIGNING AND DATING THE ENCLOSED CELGENE PROXY CARD AND RETURNING IT IN THE POSTAGE-PAID ENVELOPE PROVIDED. IF YOU ATTEND THE CELGENE SPECIAL MEETING IN PERSON AND WISH TO VOTE YOUR SHARES AT THE CELGENE SPECIAL MEETING, YOU MAY DO SO AT ANY TIME PRIOR TO THE CLOSING OF THE POLLS AT THE CELGENE SPECIAL MEETING. You may revoke your proxy or change your vote for shares of Celgene common stock you hold directly in your name by (i) signing another proxy card with a later date and delivering it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, New York 11717 before (i) the close of business on April 9, 2019 for shares held in the Celgene 401(k) Plan and (ii) the Celgene special meeting for all other shares, (iii) submitting revised votes over the Internet or by telephone before 11:59 p.m., Eastern Time, on (A) April 9, 2019 for shares held in the Celgene 401(k) Plan or (B) April 11, 2019 for all other shares, or (iv) attending the Celgene special meeting in person and voting your shares of Celgene common stock at the Celgene special meeting. If your shares of Celgene common stock are held in the name of a bank, broker or other nominee holder of record, please follow the instructions on the voting instruction form furnished to you by such record holder.

Celgene cannot complete the merger and the merger consideration will not be paid unless its stockholders adopt the merger agreement and the other closing conditions specified in the merger agreement are met. Because adoption of the merger agreement requires the affirmative vote of the holders of at least a majority of shares of Celgene common stock outstanding and entitled to vote thereon, a Celgene stockholder's abstention from voting, the failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have the same effect as a vote AGAINST the proposal to adopt the merger agreement.

We urge you to read carefully the accompanying joint proxy statement/prospectus, including all documents incorporated by reference into the accompanying joint proxy statement/prospectus, and its annexes, in their entirety. If you have any questions concerning the merger agreement, the merger, the vote on the merger agreement, the adjournment proposal, the advisory (non-binding) proposal to approve the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger, the Celgene special meeting or the accompanying joint proxy statement/prospectus (or any other information contained therein), would like additional copies of the accompanying joint proxy statement/prospectus or need help voting your shares of Celgene common stock, please contact:

Innisfree M&A Incorporated
501 Madison Avenue, 20th Floor
New York, New York 10022
Telephone (Toll-Free): (877) 750-9497
International Callers: (412) 232-3651
Bankers and brokers may call collect: (212) 750-5833

or

Celgene Corporation
86 Morris Avenue

Summit, New Jersey 07901
Attention: Corporate Secretary
Telephone: (908) 673-9000

TABLE OF CONTENTS

REFERENCES TO ADDITIONAL INFORMATION

The accompanying document is the proxy statement of Bristol-Myers Squibb for its special meeting of stockholders, the proxy statement of Celgene for its special meeting of stockholders and the prospectus of Bristol-Myers Squibb for the shares of its common stock and CVRs to be issued in the merger. The accompanying joint proxy statement/prospectus incorporates by reference important business and financial information about Bristol-Myers Squibb and Celgene from documents that are not included in or delivered with the accompanying joint proxy statement/prospectus. You can obtain the documents that are incorporated by reference into the accompanying joint proxy statement/prospectus (other than certain exhibits or schedules to those documents), without charge, by requesting them in writing or by telephone from Bristol-Myers Squibb or Celgene, respectively, at the following addresses and telephone numbers, or through the U.S. Securities and Exchange Commission website at www.sec.gov:

Bristol-Myers Squibb Company
430 East 29th Street, 14th Floor
New York, New York 10016
Attention: Corporate Secretary
Telephone: (212) 546-3309

Celgene Corporation
86 Morris Avenue
Summit, New Jersey 07901
Attention: Corporate Secretary
Telephone: (908) 673-9000

In addition, if you have questions about the merger or the accompanying joint proxy statement/prospectus, would like additional copies of the accompanying joint proxy statement/prospectus, or need to obtain proxy cards or other information related to the proxy solicitation, please contact MacKenzie Partners, Inc., the proxy solicitor for Bristol-Myers Squibb, toll-free at (800) 322-2885 or collect at (212) 929-5500, if you are a Bristol-Myers Squibb stockholder, or Innisfree M&A Incorporated, the proxy solicitor for Celgene, toll-free at (877) 750-9497 or (412) 232-3651 for international callers, if you are a Celgene stockholder, or banks and brokers may call Innisfree M&A Incorporated collect at (212) 750-5833. You will not be charged for any of these documents that you request.

To obtain timely delivery of the documents, you must request them no later than five business days before the date of the applicable special meeting. Therefore, if you are a Bristol-Myers Squibb stockholder and would like to request documents from Bristol-Myers Squibb, please contact MacKenzie Partners, Inc. by April 5, 2019 in order to receive them before the Bristol-Myers Squibb special meeting. If you are a Celgene stockholder and would like to request documents from Celgene, please contact Innisfree M&A Incorporated by April 5, 2019 in order to receive them before the Celgene special meeting.

See **Where You Can Find More Information** beginning on page 251 of the accompanying joint proxy statement/prospectus for further information.

TABLE OF CONTENTS

TABLE OF CONTENTS

	Page
<u>QUESTIONS AND ANSWERS ABOUT THE MERGER AND THE SPECIAL MEETINGS</u>	1
<u>SUMMARY</u>	20
<u>The Companies</u>	20
<u>The Merger</u>	21
<u>Special Meeting of Stockholders of Bristol-Myers Squibb</u>	21
<u>Special Meeting of Stockholders of Celgene</u>	22
<u>What Celgene Stockholders Will Receive in the Merger</u>	23
<u>Treatment of Celgene Equity Awards</u>	24
<u>Recommendation of the Celgene Board of Directors</u>	25
<u>Recommendation of the Bristol-Myers Squibb Board of Directors</u>	25
<u>Opinions of Celgene’s Financial Advisors</u>	26
<u>Opinions of Bristol-Myers Squibb’s Financial Advisors</u>	26
<u>Ownership of Bristol-Myers Squibb Common Stock After the Merger</u>	28
<u>Governance Matters Following Completion of the Merger</u>	28
<u>Interests of Celgene’s Directors and Executive Officers in the Merger</u>	28
<u>Listing of Bristol-Myers Squibb Common Stock and CVRs; Delisting and Deregistration of Shares of Celgene Common Stock</u>	28
<u>Appraisal or Dissenters’ Rights Available to Celgene Stockholders</u>	29
<u>Completion of the Merger Is Subject to Certain Conditions</u>	29
<u>The Merger May Not Be Completed Without the Required Regulatory Approvals</u>	30
<u>Description of Debt Financing</u>	31
<u>Bristol-Myers Squibb and Celgene Expect the Merger to be Completed in the Third Quarter of 2019</u>	32
<u>No Solicitation by Celgene or Bristol-Myers Squibb</u>	33
<u>Termination of the Merger Agreement</u>	34
<u>Termination Fees and Expenses</u>	35
<u>Specific Performance; Remedies</u>	36
<u>Material U.S. Federal Income Tax Consequences</u>	37
<u>Accounting Treatment</u>	37
<u>Rights of Celgene Stockholders Will Change as a Result of the Merger</u>	37
<u>Litigation Relating to the Merger</u>	37
<u>Risk Factors</u>	38
<u>RISK FACTORS</u>	39
<u>Risks Related to the Merger</u>	39
<u>Risks Related to the CVRs</u>	50
<u>Risks Related to Bristol-Myers Squibb and Celgene</u>	52
<u>SELECTED HISTORICAL CONSOLIDATED FINANCIAL DATA OF BRISTOL-MYERS SQUIBB</u>	53

<u>SELECTED HISTORICAL CONSOLIDATED FINANCIAL DATA OF CELGENE</u>	<u>55</u>
<u>COMPARATIVE HISTORICAL AND UNAUDITED PRO FORMA COMBINED PER SHARE DATA</u>	<u>57</u>
<u>CERTAIN UNAUDITED PRO FORMA CONDENSED COMBINED FINANCIAL STATEMENTS</u>	<u>59</u>
<u>NOTES TO THE UNAUDITED PRO FORMA CONDENSED COMBINED FINANCIAL STATEMENTS</u>	<u>64</u>
<u>COMPARATIVE PER SHARE MARKET PRICE AND DIVIDEND INFORMATION</u>	<u>78</u>
<u>Market Prices</u>	<u>78</u>
<u>Dividends</u>	<u>79</u>
<u>CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS</u>	<u>80</u>
<u>THE COMPANIES</u>	<u>82</u>
<u>Bristol-Myers Squibb</u>	<u>82</u>
<u>Celgene</u>	<u>82</u>
<u>Burgundy Merger Sub. Inc.</u>	<u>82</u>
<u>SPECIAL MEETING OF STOCKHOLDERS OF BRISTOL-MYERS SQUIBB</u>	<u>83</u>

TABLE OF CONTENTS

	Page
<u>Date, Time and Location</u>	83
<u>Purpose</u>	83
<u>Recommendation of the Bristol-Myers Squibb Board of Directors</u>	83
<u>Bristol-Myers Squibb Record Date; Outstanding Shares; Stockholders Entitled to Vote</u>	84
<u>Quorum</u>	84
<u>Required Vote</u>	84
<u>Stock Ownership of and Voting by Bristol-Myers Squibb Directors and Executive Officers</u>	85
<u>Voting of Shares</u>	85
<u>Revocability of Proxies; Changing Your Vote</u>	86
<u>Solicitation of Proxies; Expenses of Solicitation</u>	86
<u>Householding</u>	86
<u>Adjournment</u>	86
<u>Other Information</u>	87
<u>Assistance</u>	87
<u>SPECIAL MEETING OF STOCKHOLDERS OF CELGENE</u>	88
<u>Date, Time and Location</u>	88
<u>Purpose</u>	88
<u>Recommendation of the Celgene Board of Directors</u>	88
<u>Celgene Record Date; Outstanding Shares; Stockholders Entitled to Vote</u>	89
<u>Quorum</u>	89
<u>Required Vote</u>	89
<u>Stock Ownership of and Voting by Celgene Directors and Executive Officers</u>	90
<u>Voting of Shares</u>	90
<u>Revocability of Proxies; Changing Your Vote</u>	92
<u>Solicitation of Proxies; Expenses of Solicitation</u>	92
<u>Householding</u>	92
<u>Adjournment</u>	93
<u>Other Information</u>	93
<u>Assistance</u>	93
<u>CELGENE PROPOSAL I: ADOPTION OF THE MERGER AGREEMENT AND BRISTOL-MYERS SQUIBB PROPOSAL I: APPROVAL OF THE STOCK ISSUANCE</u>	94
<u>General</u>	94
<u>Background of the Merger</u>	94
<u>Certain Relationships between Bristol-Myers Squibb and Celgene</u>	106
<u>Celgene's Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement</u>	106
<u>Bristol-Myers Squibb's Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance</u>	110

<u>Opinions of Celgene’s Financial Advisors</u>	<u>115</u>
<u>Opinions of Bristol-Myers Squibb’s Financial Advisors</u>	<u>133</u>
<u>Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore</u>	<u>143</u>
<u>Certain Unaudited Prospective Financial Information</u>	<u>151</u>
<u>Regulatory Approvals Required for the Merger</u>	<u>159</u>
<u>Appraisal or Dissenters’ Rights for Celgene Stockholders</u>	<u>160</u>
<u>Material U.S. Federal Income Tax Consequences</u>	<u>165</u>
<u>Accounting Treatment</u>	<u>169</u>
<u>Listing of Bristol-Myers Squibb Common Stock; Delisting and Deregistration of Shares of Celgene Common Stock</u>	<u>169</u>
<u>Description of Debt Financing</u>	<u>169</u>
<u>Litigation Relating to the Merger</u>	<u>171</u>

TABLE OF CONTENTS

	Page
<u>THE MERGER AGREEMENT</u>	<u>172</u>
<u>INTERESTS OF CELGENE’S DIRECTORS AND EXECUTIVE OFFICERS IN THE MERGER</u>	<u>203</u>
<u>CELGENE PROPOSAL II: ADJOURNMENT OF THE CELGENE SPECIAL MEETING</u>	<u>209</u>
<u>CELGENE PROPOSAL III: ADVISORY VOTE ON MERGER-RELATED EXECUTIVE COMPENSATION ARRANGEMENTS</u>	<u>210</u>
<u>BRISTOL-MYERS SQUIBB PROPOSAL II: ADJOURNMENT OF THE BRISTOL-MYERS SQUIBB SPECIAL MEETING</u>	<u>211</u>
<u>DESCRIPTION OF BRISTOL-MYERS SQUIBB CAPITAL STOCK</u>	<u>212</u>
<u>Bristol-Myers Squibb Common Stock</u>	<u>212</u>
<u>Bristol-Myers Squibb Preferred Stock</u>	<u>212</u>
<u>Antitakeover Provisions</u>	<u>215</u>
<u>DESCRIPTION OF THE CVRS</u>	<u>217</u>
<u>Contingent Value Rights Agreement</u>	<u>217</u>
<u>Characteristics of the CVRs</u>	<u>217</u>
<u>Milestone Payments</u>	<u>217</u>
<u>Payment Date</u>	<u>218</u>
<u>Issuance of CVRs</u>	<u>218</u>
<u>Transferability of CVRs: Listing</u>	<u>218</u>
<u>Subordination</u>	<u>218</u>
<u>Reporting Obligations</u>	<u>219</u>
<u>Diligent Efforts</u>	<u>219</u>
<u>Covenants</u>	<u>220</u>
<u>Events of Default</u>	<u>220</u>
<u>Repurchase by Bristol-Myers Squibb and Affiliates</u>	<u>221</u>
<u>Amendment of CVR Agreement without Consent of CVR Holders</u>	<u>221</u>
<u>Amendment of CVR Agreement with Consent of CVR Holders</u>	<u>221</u>
<u>STOCK OWNERSHIP OF AND VOTING BY BRISTOL-MYERS SQUIBB DIRECTORS AND EXECUTIVE OFFICERS AND CERTAIN STOCKHOLDERS</u>	<u>222</u>
<u>STOCK OWNERSHIP OF AND VOTING BY CELGENE DIRECTORS AND EXECUTIVE OFFICERS AND CERTAIN STOCKHOLDERS</u>	<u>224</u>
<u>COMPARISON OF STOCKHOLDER RIGHTS</u>	<u>226</u>
<u>LEGAL MATTERS</u>	<u>247</u>
<u>EXPERTS</u>	<u>248</u>
<u>FUTURE STOCKHOLDER PROPOSALS</u>	<u>249</u>
<u>Bristol-Myers Squibb</u>	<u>249</u>
<u>Celgene</u>	<u>249</u>
<u>WHERE YOU CAN FIND MORE INFORMATION</u>	<u>251</u>

TABLE OF CONTENTS

	Page
ANNEXES	
<u>Annex A—Agreement and Plan of Merger</u>	<u>A-1</u>
<u>Annex B—Form of Contingent Value Rights Agreement</u>	<u>B-1</u>
<u>Annex C—Opinion of J.P. Morgan Securities LLC</u>	<u>C-1</u>
<u>Annex D—Opinion of Citigroup Global Markets Inc.</u>	<u>D-1</u>
<u>Annex E—Opinion of Morgan Stanley & Co. LLC</u>	<u>E-1</u>
<u>Annex F—Opinion of Dyal Co. LLC</u>	<u>F-1</u>
<u>Annex G—Opinion of Evercore Group L.L.C.</u>	<u>G-1</u>
<u>Annex H—Section 262 of the Delaware General Corporation Law</u>	<u>H-1</u>

TABLE OF CONTENTS**QUESTIONS AND ANSWERS ABOUT THE MERGER AND THE SPECIAL MEETINGS**

*The following are some questions that you, as a stockholder of Bristol-Myers Squibb Company, which is referred to in this joint proxy statement/prospectus as Bristol-Myers Squibb, or a stockholder of Celgene Corporation, which is referred to in this joint proxy statement/prospectus as Celgene, may have regarding the merger agreement, the merger, the stock issuance, the CVR issuance, the Bristol-Myers Squibb adjournment proposal, the Celgene adjournment proposal, the Celgene compensation advisory proposal and the special meetings as well as brief answers to those questions. You are urged to read carefully this joint proxy statement/prospectus, including all documents incorporated by reference into this joint proxy statement/prospectus, and its annexes, in their entirety because this section may not provide all of the information that is important to you with respect to the merger agreement, the merger, the stock issuance, the Bristol-Myers Squibb adjournment proposal, the Celgene adjournment proposal, the Celgene compensation advisory proposal and the special meetings. Additional important information is contained in the annexes to, and the documents incorporated by reference into, this joint proxy statement/prospectus. See *Where You Can Find More Information* beginning on page 251 of this joint proxy statement/prospectus.*

Q: Why am I receiving this document and why am I being asked to vote on the merger agreement?

A: Bristol-Myers Squibb and Celgene have agreed to a merger, which is referred to in this joint proxy statement/prospectus as the merger, pursuant to which Celgene will become a wholly-owned subsidiary of Bristol-Myers Squibb and will no longer be a publicly traded corporation. Following the merger, Celgene common stock will be delisted from the Nasdaq Global Select Market, which is referred to in this joint proxy statement/prospectus as Nasdaq, and deregistered under the Securities Exchange Act of 1934, as amended, which is referred to in this joint proxy statement/prospectus as the Exchange Act, and Celgene will no longer be required to file periodic reports with the U.S. Securities and Exchange Commission, which is referred to in this joint proxy statement/prospectus as the SEC, in respect of Celgene common stock. In order to complete the merger, holders of Bristol-Myers Squibb common stock and holders of Bristol-Myers Squibb preferred stock, whom are referred to in this joint proxy statement/prospectus as Bristol-Myers Squibb stockholders, must vote to approve the issuance of shares of Bristol-Myers Squibb common stock to Celgene stockholders in the merger, which issuance is referred to in this joint proxy statement/prospectus as the stock issuance, and Celgene stockholders must vote to adopt the Agreement and Plan of Merger, dated as of January 2, 2019, among Bristol-Myers Squibb, Celgene and Burgundy Merger Sub, Inc., a wholly-owned subsidiary of Bristol-Myers Squibb, which is referred to in this joint proxy statement/prospectus as Merger Sub. The merger agreement, as it may be amended from time to time, is referred to in this joint proxy statement/prospectus as the merger agreement.

Bristol-Myers Squibb is holding a special meeting of stockholders, which is referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb special meeting, in order to obtain the stockholder approval necessary to approve the stock issuance. **Approval of the stock issuance requires the affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb common stock and Bristol-Myers Squibb preferred stock, which is referred to in this joint proxy statement/prospectus as Bristol-Myers Squibb stock, at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present.** A majority of the votes cast means that the number of votes cast FOR the issuance of stock must exceed the number of votes cast AGAINST and ABSTENTIONS. Bristol-Myers Squibb stockholders will also be asked to approve the adjournment from time to time of the Bristol-Myers Squibb special meeting if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the stock issuance, which is referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb adjournment proposal. **Approval of the Bristol-Myers Squibb adjournment proposal requires the affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by holders of shares of Bristol-Myers Squibb stock entitled to vote (whether or not a quorum is present).** A majority of the votes present means that the number of votes cast FOR the issuance of stock must exceed the number of votes cast AGAINST and ABSTENTIONS. **It is important that Bristol-Myers Squibb's stockholders vote their shares of Bristol-Myers Squibb stock on each of these matters, regardless of the number**

of shares owned.

1

TABLE OF CONTENTS

Celgene is holding a special meeting of stockholders, which is referred to in this joint proxy statement/prospectus as the Celgene special meeting, in order to obtain the stockholder approval necessary to adopt the merger agreement. **Adoption of the merger agreement requires the affirmative vote of holders of at least a majority of the outstanding shares of Celgene common stock entitled to vote thereon.** Celgene stockholders will also be asked to approve the adjournment from time to time of the Celgene special meeting if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof, which is referred to in this joint proxy statement/prospectus as the Celgene adjournment proposal, and to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers, whom are referred to in this joint proxy statement/prospectus as the named executive officers, in connection with the merger, which proposal is referred to in this joint proxy statement/prospectus as the Celgene compensation advisory proposal. **It is important that Celgene's stockholders vote their shares of Celgene common stock on each of these matters, regardless of the number of shares owned.**

This document is being delivered to you as both a joint proxy statement of Bristol-Myers Squibb and Celgene and a prospectus of Bristol-Myers Squibb in connection with the merger, the stock issuance and the issuance of contingent value rights, which issuance is referred to in this joint proxy statement/prospectus as the CVR issuance. This document is the proxy statement by which the Bristol-Myers Squibb board of directors, which is referred to in this joint proxy statement/prospectus as the BMS Board, is soliciting proxies from Bristol-Myers Squibb stockholders to vote at the Bristol-Myers Squibb special meeting, or at any adjournment or postponement of the Bristol-Myers Squibb special meeting, on the approval of the stock issuance and the approval of the Bristol-Myers Squibb adjournment proposal. In addition, this document is the prospectus of Bristol-Myers Squibb pursuant to which Bristol-Myers Squibb will issue shares of Bristol-Myers Squibb common stock and the contingent value rights, which are referred to in this joint proxy statement/prospectus as the CVRs, to Celgene stockholders as part of the merger consideration, as described under *The Merger Agreement—Merger Consideration* beginning on page 173 of this joint proxy statement/prospectus. This document is also the proxy statement by which the Celgene board of directors, which is referred to in this joint proxy statement/prospectus as the Celgene Board, is soliciting proxies from Celgene stockholders to vote at the Celgene special meeting, or at any adjournment or postponement of the Celgene special meeting, on the adoption of the merger agreement, the approval of the Celgene adjournment proposal and the approval, on an advisory (non-binding) basis, of the Celgene compensation advisory proposal.

Q: Is my vote important?

A: Yes, your vote is very important. If you do not submit a proxy or vote in person at the meeting, it will be more difficult for us to obtain the necessary quorum to hold the meeting. In addition, for Celgene stockholders, an abstention from voting or a failure to vote will have the same effect as a vote **AGAINST** the adoption of the merger agreement. If you hold your shares of Celgene common stock in *street name* through a broker, bank or other nominee holder of record and you do not give voting instructions to that broker, bank or other nominee holder of record, that broker, bank or other nominee holder of record will not be able to vote your shares on the adoption of the merger agreement, and your failure to give those instructions will have the same effect as a vote **AGAINST** the adoption of the merger agreement. A Celgene stockholder's abstention from voting on the Celgene adjournment proposal will have the same effect as a vote **AGAINST** the approval of the Celgene adjournment proposal. The failure of a Celgene stockholder who holds his or her shares in *street name* through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the approval of the Celgene adjournment proposal because these failures to vote are not considered *votes present*. A Bristol-Myers Squibb stockholder's abstention from voting on the stock issuance will have the same effect as a vote **AGAINST** the approval of the proposal. The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in *street name* through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of the stock issuance proposal because these failures to vote are not considered *votes cast*.

A Bristol-Myers Squibb stockholder's abstention from voting on the Bristol-Myers Squibb adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal.

TABLE OF CONTENTS

The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of the Bristol-Myers Squibb adjournment proposal because these failures to vote are not considered votes present. The Celgene Board unanimously recommends that Celgene stockholders vote FOR the adoption of the merger agreement, FOR the Celgene adjournment proposal and FOR the Celgene compensation advisory proposal, and the BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the approval of the stock issuance and FOR the approval of the Bristol-Myers Squibb adjournment proposal.

Q: What will happen in the merger?

In the merger, Merger Sub will be merged with and into Celgene. Celgene will be the surviving corporation in the merger, which is referred to in this joint proxy statement/prospectus as the surviving corporation or Celgene, and A: will be a wholly-owned subsidiary of Bristol-Myers Squibb following completion of the merger. Celgene will no longer be a publicly traded corporation, its shares will be delisted from Nasdaq and deregistered under the Exchange Act, and Celgene will cease to be publicly traded.

Q: What will Celgene stockholders receive in the merger?

If the merger is completed, each share of Celgene common stock, other than excluded stock and dissenting stock (each as defined below), will automatically be cancelled and converted into the right to receive \$50.00 in cash without interest thereon, which is referred to in this joint proxy statement/prospectus as the cash consideration, one share of Bristol-Myers Squibb common stock, which is referred to in this joint proxy statement/prospectus as the share consideration, and one CVR, which is referred to in this joint proxy statement/prospectus as the CVR consideration. The cash consideration, the share consideration and the CVR consideration are collectively referred to in this joint proxy statement/prospectus as the merger consideration. Shares of Celgene common stock (i) held in the treasury of Celgene or owned by Bristol-Myers Squibb or Merger Sub (other than any such shares owned by such entities in a fiduciary, representative or other capacity on behalf of other persons, whether or not held in a separate account) will each be cancelled and cease to exist, and no consideration will be delivered in exchange for such shares, (ii) held by any wholly-owned subsidiary, other than Merger Sub, of either Celgene or A: Bristol-Myers Squibb (other than any such shares owned by such entities in a fiduciary, representative or other capacity on behalf of other persons, whether or not held in a separate account) shall be converted into a number of fully paid and non-assessable shares of common stock of Celgene such that immediately following the completion of the merger its ownership percentage in Celgene is the same as its ownership percentage in Celgene immediately prior to the completion of the merger (the shares described in (i) and (ii) are collectively referred to in this joint proxy statement/prospectus as excluded stock) and (iii) held by Celgene stockholders who have properly demanded appraisal and otherwise complied with applicable Delaware law and not effectively withdrawn any demand for, or lost the right to, appraisal under Delaware law, will become entitled to the payment of the fair value of such shares determined in accordance with Delaware law as described under Appraisal or Dissenters' Rights for Celgene Stockholders beginning on page 160 of this joint proxy statement/prospectus (the shares described in (iii) are referred to in this joint proxy statement/prospectus as dissenting stock).

Q: What is the value of the merger consideration?

In the merger, each Celgene stockholder will receive, for each share of Celgene common stock they own as of immediately prior to the completion of the merger, other than excluded stock and dissenting stock, (i) the cash A: consideration, (ii) the share consideration and (iii) the CVR consideration, each as described under The Merger Agreement—Merger Consideration beginning on page 173 of this joint proxy statement/prospectus. Based on the closing price of shares of Bristol-Myers Squibb common stock on the New York Stock Exchange, which is referred to in this joint proxy statement/prospectus as the NYSE, on January 2, 2019, the last trading day prior to the announcement of the transaction, the upfront merger consideration represented approximately \$102.43 in value for each share of Celgene common stock (without considering any potential CVR payout). Based on the closing price of shares of Bristol-Myers Squibb common stock on

TABLE OF CONTENTS

the NYSE on January 31, 2019, the most recent trading day prior to the date of this joint proxy statement/prospectus for which this information was available, the cash and stock components of the merger consideration, which is referred to in this joint proxy statement/prospectus as the upfront merger consideration, represented approximately \$99.37 in value for each share of Celgene common stock (without considering any potential CVR payout). **Because Bristol-Myers Squibb will issue one share of Bristol-Myers Squibb common stock in exchange for each share of Celgene common stock, the value of the share consideration will depend on the market price of shares of Bristol-Myers Squibb common stock at the time the merger is completed. The market price of shares of Bristol-Myers Squibb common stock when Celgene stockholders receive those shares after the merger is completed will not be known at the time of the special meetings and could be greater than, less than or the same as the market price of shares of Bristol-Myers Squibb common stock on January 2, 2019, on the date of this joint proxy statement/prospectus or at the time of the special meetings or any adjournment or postponement thereof. Furthermore, there is uncertainty regarding the fair market value of the CVR and whether any payment will ultimately be realized on the CVRs. Because the exchange ratio is fixed and the market price of shares of Bristol-Myers Squibb common stock has fluctuated and will continue to fluctuate, and because of the uncertainty of the fair market value of, and the ultimate realization on, the CVRs, Celgene stockholders cannot be sure of the value of the merger consideration they will receive in the merger. See Risk Factors—Risks Related to the Merger.**

Q: *What will be the respective ownership percentages of former Celgene stockholders and Bristol-Myers Squibb stockholders in the combined company?*

A: Based on the number of shares of Celgene common stock outstanding as of January 29, 2019, and the number of shares of Bristol-Myers Squibb common stock outstanding as of January 24, 2019, it is anticipated that, immediately after completion of the merger, former Celgene stockholders will own approximately 31% and existing Bristol-Myers Squibb stockholders will own approximately 69% of the combined company.

Q: *What are the CVRs?*

A: The CVRs are contingent value rights to be issued by Bristol-Myers Squibb as part of the merger consideration to Celgene stockholders and certain holders of Celgene equity awards. Each CVR represents the right to receive a one-time cash payment of \$9.00 if the U.S. Food and Drug Administration, which is referred to in this joint proxy statement/prospectus as the FDA, approves, by the dates noted below, Celgene, Bristol-Myers Squibb or their respective affiliates to commercially manufacture, market and sell in United States all of the following three products for the indications noted below:

- by December 31, 2020, the product known as JCAR017 for the treatment of relapsed-refractory diffuse large B cell lymphoma in humans;
- by December 31, 2020, the product known as Ozanimod for the treatment of relapsing multiple sclerosis in humans; and
- by March 31, 2021, the product known as bb2121 for the treatment of relapsed/refractory multiple myeloma in humans.

For a more detailed description of the CVRs, see the section entitled Description of the CVRs beginning on page 217 of this joint proxy statement/prospectus.

Q: *Is interest payable with respect to the CVRs?*

A: Generally, no. Except in the limited circumstance where the CVR payment has not been paid when due by Bristol-Myers Squibb under the CVR agreement (in which case, default interest accrues until the CVR payment is paid), no interest will accrue on the CVRs.

Q: *Is the CVR payment secured or guaranteed?*

A: No. The CVR payment is neither secured nor guaranteed. The CVR payment, if any becomes due, is an unsecured general obligation of Bristol-Myers Squibb and is not guaranteed by Bristol-Myers Squibb or any of its affiliates.

TABLE OF CONTENTS***Q: Can I sell the CVRs?***

Yes, so long as there is market demand for the CVRs. The CVRs are transferable (subject to applicable restrictions under securities laws) and are being registered with the SEC in connection with the merger pursuant to the registration statement of which this joint proxy statement/prospectus forms a part. Bristol-Myers Squibb has agreed to cause the CVRs to be approved for listing (subject to notice of issuance) on the NYSE and thereafter to use reasonable best efforts to cause such listing on the NYSE or another national securities exchange to be maintained for so long as any CVRs remain outstanding. There can be no guarantee, however, that the CVRs will be listed on the NYSE or another national securities exchange and, if listed, there is no assurance that they will continue to satisfy the listing requirements of the NYSE or such other national securities exchange. Furthermore, no prediction can be made regarding the liquidity of any such market or the prices at which the CVRs may trade at any point in time, if at all. A sale or exchange of a CVR would be a taxable transaction. See the section entitled, *Material U.S. Federal Income Tax Consequences* beginning on page 165 of this joint proxy statement/prospectus for additional information.

Q: Will the merger consideration I receive in the merger increase if the results of operations of Celgene improve or if the market price of Celgene common stock increases?

No. The merger consideration payable for each share of Celgene common stock at closing is fixed at (i) \$50.00 in cash, without interest, (ii) one share of common stock of Bristol-Myers Squibb and (iii) one CVR, and the payment received at closing will not change regardless of the results of operations of Celgene or the price of publicly traded common stock of Celgene. Furthermore, as described above, the value of the merger consideration may decrease if the market price of Bristol-Myers Squibb common stock is lower at the time the merger is completed than the market price as of the date of this joint proxy statement/prospectus.

Q: What happens if the merger is not completed?

If the merger agreement is not adopted by Celgene stockholders, the stock issuance is not approved by Bristol-Myers Squibb stockholders or if the merger is not completed for any other reason, Celgene stockholders will not receive any payment for their shares of Celgene common stock in connection with the merger. Instead, Celgene will remain an independent public company, shares of its common stock will continue to be listed and traded on Nasdaq and registered under the Exchange Act and Celgene will continue to file periodic reports with the SEC. If the merger agreement is terminated under specified circumstances, Celgene may be required to pay Bristol-Myers Squibb a termination fee of \$2.2 billion, which is referred to in this joint proxy statement/prospectus as the Celgene termination fee, and if the merger agreement is terminated under certain other circumstances, Bristol-Myers Squibb may be required to pay Celgene a termination fee of \$2.2 billion, which is referred to in their joint proxy statement/prospectus as the Bristol-Myers Squibb termination fee. In addition, Bristol-Myers Squibb is required to reimburse Celgene for up to \$40 million of its reasonable and out-of-pocket costs and expenses incurred in connection with the merger agreement and the merger if the merger agreement is terminated by either Bristol-Myers Squibb or Celgene due to the Bristol-Myers Squibb stockholders voting on and failing to approve the stock issuance at the Bristol-Myers Squibb special meeting, which reimbursement is referred to in this joint proxy statement/prospectus as the Celgene fee reimbursement, and Celgene is required to reimburse Bristol-Myers Squibb for up to \$40 million of its reasonable and out-of-pocket costs and expenses incurred in connection with the merger agreement and the merger if the merger agreement is terminated by either Bristol-Myers Squibb or Celgene due to the Celgene stockholders voting on and failing to adopt the merger agreement at the Celgene special meeting, which reimbursement is referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb fee reimbursement. See *The Merger Agreement—Termination Fees and Expenses* beginning on page 200 of this joint proxy statement/prospectus for a more detailed discussion of the termination fees and the fee reimbursement.

Q: What risks should I consider in deciding whether to vote in favor of the merger proposal and/or the share issuance proposal?

You should carefully review the risks and uncertainties discussed under the heading *Risk Factors* and elsewhere in this joint proxy statement/prospectus and Part I, Item 1A, *Risk Factors* in each company's

TABLE OF CONTENTS

Annual Report on Form 10-K for the year ended December 31, 2017, as updated by their respective Quarterly Reports on Form 10-Q, and future filings with the SEC, each of which is on file or will be filed with the SEC, which maintains a website located at <http://www.sec.gov> with this information, and all of which are incorporated by reference into this joint proxy statement/prospectus, as well as the section of this joint proxy statement/prospectus entitled Risk Factors, which sets forth certain risks and uncertainties related to the merger, risks and uncertainties to which the combined company's business will be subject, and risks and uncertainties to which each of Bristol-Myers Squibb and Celgene, as an independent company, is subject.

Q: What are Celgene stockholders being asked to vote on?

- A: Celgene stockholders are being asked to vote on the following three proposals:
- to adopt the merger agreement, a copy of which is attached as Annex A to this joint proxy statement/prospectus;
 - to approve the Celgene adjournment proposal; and
 - to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal.

The adoption of the merger agreement by Celgene stockholders is a condition to the obligations of Celgene and Bristol-Myers Squibb to complete the merger. Neither the approval of the Celgene adjournment proposal nor the approval of the Celgene compensation advisory proposal is a condition to the obligations of Celgene or Bristol-Myers Squibb to complete the merger.

Q: What are Bristol-Myers Squibb stockholders being asked to vote on?

- A: Bristol-Myers Squibb stockholders are being asked to vote on the following two proposals:
- to approve the stock issuance; and
 - to approve the Bristol-Myers Squibb adjournment proposal.

The approval of the stock issuance by Bristol-Myers Squibb stockholders is a condition to the obligations of Celgene and Bristol-Myers Squibb to complete the merger. The approval of the Bristol-Myers Squibb adjournment proposal is not a condition to the obligations of Celgene or Bristol-Myers Squibb to complete the merger.

Q: Does the Celgene Board recommend that Celgene stockholders adopt the merger agreement?

Yes. The Celgene Board unanimously determined that the merger agreement and the transactions contemplated by the merger agreement (including the merger) are fair to and in the best interests of Celgene and its stockholders and unanimously recommends that Celgene stockholders vote FOR the adoption of the merger agreement at the Celgene special meeting. See Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Celgene's Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement beginning on page 106 of this joint proxy statement/prospectus.

Q: Does the Celgene Board recommend that Celgene stockholders approve the Celgene adjournment proposal?

Yes. The Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene adjournment proposal. See Celgene Proposal II: Adjournment of the Celgene Special Meeting beginning on page 209 of this joint proxy statement/prospectus.

Q: What is the Celgene compensation advisory proposal and why am I being asked to vote on it?

The SEC has adopted rules that require Celgene to seek an advisory (non-binding) vote on compensation that is tied to or based on completion of the merger and that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

TABLE OF CONTENTS

Q: Does the Celgene Board recommend that Celgene stockholders approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal?

A: Yes. The Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene compensation advisory proposal. See Celgene Proposal III: Advisory Vote On Merger-Related Executive Compensation Arrangements beginning on page 210 of this joint proxy statement/prospectus.

Q: What happens if the Celgene compensation advisory proposal is not approved?

A: Approval of the Celgene compensation advisory proposal is not a condition to the obligations of Celgene or Bristol-Myers Squibb to complete the merger. The vote is an advisory vote and is not binding on Celgene, the surviving company or Bristol-Myers Squibb. If the merger is completed, Celgene may pay the applicable compensation in connection with the merger to its named executive officers even if Celgene stockholders fail to approve the Celgene compensation advisory proposal.

Q: Does the BMS Board recommend that Bristol-Myers Squibb stockholders approve the stock issuance?

A: Yes. The BMS Board determined that the stock issuance was advisable, fair to and in the best interests of Bristol-Myers Squibb and its stockholders and unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the approval of the stock issuance. See Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Bristol-Myers Squibb’s Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance beginning on page 110 of this joint proxy statement/prospectus.

Q: Does the BMS Board recommend that Bristol-Myers Squibb stockholders approve the Bristol-Myers Squibb adjournment proposal?

A: Yes. The BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the Bristol-Myers Squibb adjournment proposal. See Bristol-Myers Squibb Proposal II: Adjournment of the Bristol-Myers Squibb Special Meeting beginning on page 211 of this joint proxy statement/prospectus.

Q: What Celgene stockholder vote is required for the approval of each proposal?

A: The following are the vote requirements for the proposals at the Celgene special meeting:

- Adoption of the Merger Agreement: The affirmative vote of holders of at least a majority of the outstanding shares of Celgene common stock entitled to vote on this proposal. Accordingly, a Celgene stockholder’s abstention from voting, the failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have the same effect as a vote AGAINST this proposal.

- Approval of Celgene Adjournment Proposal: The affirmative vote of the holders of a majority of the votes present at the Celgene special meeting (whether or not a quorum, as defined under Celgene’s by-laws, is present). For purposes of the Celgene adjournment proposal, votes present on the proposal consist of votes for or against as well as elections to abstain from voting on the proposal. Accordingly, a Celgene stockholder’s abstention from voting on the Celgene adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

- Approval of the Celgene Compensation Advisory Proposal: The affirmative vote of the holders of a majority of the votes cast FOR or AGAINST this proposal at the Celgene special meeting (assuming a quorum, as defined under Celgene’s by-laws, is present). Accordingly, a Celgene stockholder’s abstention from voting will have no effect on the approval of this proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker,

TABLE OF CONTENTS

bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the approval of this proposal except to the extent it results in there being insufficient shares present at the Celgene special meeting to establish a quorum.

Q: *What Bristol-Myers Squibb stockholder vote is required for the approval of each proposal at the Bristol-Myers Squibb special meeting?*

A: The following are the vote requirements for the proposals at the Bristol-Myers Squibb special meeting:

Approval of the Stock Issuance: The affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present. Under the current rules and interpretive guidance of the NYSE, votes cast on the stock issuance consist of votes for or against as well as elections to abstain from voting on the stock issuance. As a result, a Bristol-Myers Squibb stockholder's abstention from voting on the stock issuance will have the same effect as a vote AGAINST the approval of this proposal.

- The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes cast. However, these failures to vote will make it more difficult to meet the requirement under Delaware law that the holders of a majority of the outstanding shares of Bristol-Myers Squibb stock entitled to vote at the Bristol-Myers Squibb special meeting be present in person or represented by proxy to constitute a quorum at the Bristol-Myers Squibb special meeting.

Approval of the Bristol-Myers Squibb Adjournment Proposal (if necessary): The affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by Bristol-Myers Squibb stockholders entitled to vote (whether or not a quorum, as defined under Delaware law, is present). For purposes of the Bristol-Myers Squibb adjournment proposal, votes present on the proposal consist of votes for or against as well as elections to abstain from voting on the proposal. As a result, a

- Bristol-Myers Squibb stockholder's abstention from voting on the Bristol-Myers Squibb adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal. The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

Q: *What constitutes a quorum for the Celgene special meeting?*

The holders of a majority of the outstanding shares of Celgene common stock entitled to vote being present in person or represented by proxy constitutes a quorum for the Celgene special meeting. Shares of Celgene common stock whose holders elect to abstain from voting will be deemed present at the Celgene special meeting for the

- A: purpose of determining the presence of a quorum. Shares of Celgene common stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record will not be deemed present at the Celgene special meeting for the purpose of determining the presence of a quorum.

Q: *What constitutes a quorum for the Bristol-Myers Squibb special meeting?*

The holders of a majority of the outstanding shares of Bristol-Myers Squibb stock entitled to vote being present in person or represented by proxy constitutes a quorum for the Bristol-Myers Squibb special meeting. Shares of Bristol-Myers Squibb stock whose holders elect to abstain from voting will be deemed present at the

- A: Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum. Shares of Bristol-Myers Squibb stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record will not be deemed present at the Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum.

TABLE OF CONTENTS

Q: Who is entitled to vote at the Celgene special meeting?

All holders of shares of Celgene common stock who held shares at the record date for the Celgene special meeting (the close of business on March 1, 2019) are entitled to receive notice of, and to vote at, the Celgene special meeting. As of the close of business on January 29, 2019, there were 701,024,507 shares of Celgene common stock outstanding. Each holder of shares of Celgene common stock is entitled to one vote for each share of Celgene common stock owned at the record date.

Q: Who is entitled to vote at the Bristol-Myers Squibb special meeting?

All holders of shares of Bristol-Myers Squibb stock who held shares at the record date for the Bristol-Myers Squibb special meeting (the close of business on March 1, 2019) are entitled to receive notice of, and to vote at, the Bristol-Myers Squibb special meeting. As of the close of business on January 24, 2019, there were 1,632,468,222.509 shares of Bristol-Myers Squibb stock outstanding. Each holder of shares of Bristol-Myers Squibb stock is entitled to one vote for each share of Bristol-Myers Squibb stock owned at the record date.

Q: What if I hold shares in both Celgene and Bristol-Myers Squibb?

If you are both a Celgene stockholder and a Bristol-Myers Squibb stockholder, you will receive separate packages of proxy materials from each company. A vote as a Celgene stockholder for the adoption of the merger agreement (or any other proposal to be considered at the Celgene special meeting) will not constitute a vote as a Bristol-Myers Squibb stockholder to approve the stock issuance (or any other proposal to be considered at the Bristol-Myers Squibb special meeting), and vice versa. Therefore, please complete, sign and date and return all proxy cards and/or voting instructions that you receive from Celgene or Bristol-Myers Squibb, or submit your proxy or voting instructions for each set of voting materials over the Internet or by telephone in order to ensure that all of your shares are voted.

Q: When and where is the Celgene special meeting?

The Celgene special meeting will be held at the offices of Wachtell, Lipton, Rosen & Katz located at 51 West 52nd Street, New York, New York 10019 on Friday, April 12, 2019, at 10:00 a.m., Eastern Time.

Q: When and where is the Bristol-Myers Squibb special meeting?

The Bristol-Myers Squibb special meeting will be held on Friday, April 12, 2019, at the offices of Kirkland & Ellis LLP, which is referred to in this joint proxy statement/prospectus as Kirkland & Ellis located at 601 Lexington Avenue, New York, New York 10022, at 10:00 a.m., Eastern Time.

Q: How do I vote my shares at the Celgene special meeting?

A: Via the Internet or by Telephone

If you hold shares of Celgene common stock directly in your name as a stockholder of record, you may vote via the Internet or by telephone by following the instructions on the enclosed proxy card. In order to vote your shares via the Internet or by telephone, you will need the control number on your proxy card (which is unique to each Celgene stockholder to ensure all voting instructions are genuine and to prevent duplicate voting). Votes may be submitted via the Internet or by telephone, 24 hours a day, seven days a week, and must be received by 11:59 p.m. (Eastern Time) on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares.

If you hold shares of Celgene common stock in street name, meaning through a broker, bank or other nominee holder of record, you may submit voting instructions via the Internet or by telephone only if Internet or telephone voting is made available by your broker, bank or other nominee holder of record. Please follow the voting instructions provided by your broker, bank or other nominee holder of record with these materials.

TABLE OF CONTENTS

By Mail

If you hold shares of Celgene common stock directly in your name as a stockholder of record, in order to vote by mail, you may submit a proxy card. You will need to complete, sign and date your proxy card and return it using the postage-paid return envelope provided.

If you hold shares of Celgene common stock in street name, meaning through a broker, bank or other nominee holder of record, in order to provide voting instructions by mail you will need to complete, sign and date the voting instruction form provided by your broker, bank or other nominee holder of record with these materials and return it in the postage-paid return envelope provided. Your broker, bank or other nominee holder of record must receive your voting instruction form in sufficient time to vote your shares.

In Person

If you hold shares of Celgene common stock directly in your name as a stockholder of record, you may vote in person at the Celgene special meeting. Stockholders of record also may be represented by another person at the Celgene special meeting by executing a proper proxy designating that person and having that proper proxy be presented to the judge of election with the applicable ballot at the Celgene special meeting.

If you hold shares of Celgene common stock in street name, meaning through a broker, bank or other nominee holder of record, you must obtain a written legal proxy from that institution and present it to the judge of election with your ballot to be able to vote in person at the Celgene special meeting. To request a legal proxy, please contact your broker, bank or other nominee holder of record.

Please carefully consider the information contained in this joint proxy statement/prospectus. Whether or not you plan to attend the Celgene special meeting, Celgene encourages you to vote via the Internet, by telephone or by mail so that your shares will be voted in accordance with your wishes even if you later decide not to attend the Celgene special meeting.

Celgene encourages you to register your vote via the Internet, by telephone or by mail. If you attend the Celgene special meeting, you may also vote in person, in which case any votes that you previously submitted—whether via the Internet, by telephone or by mail—will be revoked and superseded by the vote that you cast at the Celgene special meeting. Your attendance at the Celgene special meeting alone will not revoke any proxy previously given. To vote in person at the Celgene special meeting, beneficial owners who hold shares in street name through a broker, bank or other nominee holder of record will need to contact the broker, bank or other nominee holder of record to obtain a written legal proxy to bring to the meeting. Whether your proxy is submitted via the Internet, by telephone or by mail, if it is properly completed and submitted, and if you do not revoke it prior to or at the Celgene special meeting, your shares will be voted at the Celgene special meeting in the manner specified by you, except as otherwise set forth in this joint proxy statement/prospectus.

You may vote via the Internet or by telephone until 11:59 p.m. (Eastern Time) on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares, or Broadridge must receive your proxy card by mail no later than the close of business on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares.

Q: If my shares of Celgene common stock are held in street name, will my broker, bank or other nominee holder of record automatically vote my shares for me?

A: No. Your broker, bank or other nominee holder of record will only be permitted to vote your shares of Celgene common stock if you instruct your broker, bank or other nominee holder of record how to vote. You should

follow the procedures provided by your broker, bank or other nominee holder of record regarding the voting of your shares of Celgene common stock.

Under stock exchange rules, brokers, banks and other nominee holders of record are precluded from exercising their voting discretion with respect to non-routine or significant matters, such as the adoption of the merger agreement, the approval of the Celgene adjournment proposal and the approval of the Celgene compensation advisory proposal. As a result, absent specific instructions from the beneficial owner of shares of Celgene common stock, brokers, banks and other nominees holders of record are not empowered to vote such shares.

TABLE OF CONTENTS

Broker non-votes are shares held by a broker, bank or other nominee holder of record with respect to which the broker, bank or other nominee holder of record is not instructed by the beneficial owner of such shares on how to vote on a particular proposal and the broker, bank or other nominee holder of record does not have discretionary voting power on such proposal. Because brokers, banks and other nominee holders of record do not have discretionary voting authority with respect to any of the proposals to be considered at the Celgene special meeting as described in this joint proxy statement/prospectus, if a beneficial owner of shares of Celgene common stock held in street name does not give voting instructions to the broker, bank or other nominee holder of record, then those shares will not be present in person or represented by proxy at the Celgene special meeting.

A beneficial owner's failure to instruct the broker, bank or other nominee holder of record how to vote shares of Celgene common stock held in street name will therefore have the same effect as a vote AGAINST the adoption of the merger agreement. A beneficial owner's failure to instruct the broker, bank or other nominee holder of record how to vote shares of Celgene common stock held in street name will have no effect on the proposal to approve the Celgene adjournment proposal or the proposal to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal, except, with respect to the Celgene compensation advisory proposal, to the extent it results in there being insufficient shares present at the Celgene special meeting to establish a quorum.

Q: If I submit a proxy, how will my shares covered by the proxy be voted at the Celgene special meeting?

A: If you correctly register your vote via the Internet, by telephone or by mail, the directors of Celgene named in your proxy card will vote your shares in the manner you requested.

Q: If I return a blank proxy, how will my shares be voted at the Celgene special meeting?

A: If you sign your proxy card and return it without indicating how you would like to vote your shares, your proxy will be voted as the Celgene Board unanimously recommends, which is:

- FOR the adoption of the merger agreement;
- FOR the Celgene adjournment proposal; and
- FOR the Celgene compensation advisory proposal.

However, if you indicate that you wish to vote against the adoption of the merger agreement and leave the other proposals blank, your shares will not be voted in favor of the Celgene adjournment proposal or the Celgene compensation advisory proposal.

Q: How do I vote my shares at the Bristol-Myers Squibb special meeting?

A: *Via the Internet or by Telephone*

If you hold shares of Bristol-Myers Squibb stock directly in your name as a stockholder of record, you may vote via the Internet at www.proxyvote.com or by telephone by calling (800) 322-2885 toll-free. In order to submit a proxy to vote via the Internet or by telephone, you will need the control number on your proxy card (which is unique to each Bristol-Myers Squibb stockholder to ensure all voting instructions are genuine and to prevent duplicate voting). Votes may be submitted via the Internet or by telephone 24 hours a day, seven days a week, and must be received by 11:59 p.m. (Eastern Time) either on Monday, April 8, 2019 for shares in employee benefit plans or on Thursday, April 11, 2019 for all other shares. Please be aware that if you vote by telephone or over the Internet, you may incur costs such as telephone and Internet access charges for which you will be responsible.

If you hold shares of Bristol-Myers Squibb stock in street name, meaning through a broker, bank or other nominee holder of record, you may vote via the Internet or by telephone only if Internet or telephone voting is made available by your broker, bank or other nominee holder of record. Please follow the voting instructions provided by your broker, bank or other nominee holder of record with these materials.

By Mail

If you hold shares of Bristol-Myers Squibb stock directly in your name as a stockholder of record, you may submit a proxy card to vote your shares by mail. You will need to complete, sign and date your proxy card

11

TABLE OF CONTENTS

and return it using the postage-paid return envelope provided or return it to Broadridge. In order to ensure Broadridge's timely receipt of your proxy card, we recommend that you mail your proxy card no later than the close of business on April 4, 2019.

If you hold shares of Bristol-Myers Squibb stock in street name, meaning through a broker, bank or other nominee holder of record, in order to provide voting instructions by mail, you will need to complete, sign and date the voting instruction form provided by your broker, bank or other nominee holder of record with these materials and return it in the postage-paid return envelope provided. Your broker, bank or other nominee holder of record must receive your voting instruction form in sufficient time to vote your shares.

In Person

If you hold shares of Bristol-Myers Squibb stock directly in your name as a stockholder of record, you may vote in person at the Bristol-Myers Squibb special meeting. Stockholders of record also may be represented by another person at the Bristol-Myers Squibb special meeting by executing a proper proxy designating that person and having that proper proxy be presented to the judge of election with the applicable ballot at the Bristol-Myers Squibb special meeting.

If you hold shares of Bristol-Myers Squibb stock in street name, meaning through a broker, bank or other nominee holder of record, you must obtain a written legal proxy from that institution and present it to the judge of election with your ballot to be able to vote in person at the Bristol-Myers Squibb special meeting. To request a legal proxy, please contact your broker, bank or other nominee holder of record.

Please carefully consider the information contained in this joint proxy statement/prospectus. Whether or not you plan to attend the Bristol-Myers Squibb special meeting, Bristol-Myers Squibb encourages you to vote via the Internet, by telephone or by mail so that your shares will be voted in accordance with your wishes even if you later decide not to attend the Bristol-Myers Squibb special meeting.

Bristol-Myers Squibb encourages you to register your vote via the Internet, by telephone or by mail. If you attend the Bristol-Myers Squibb special meeting, you may also vote in person, in which case any votes that you previously submitted—whether via the Internet, by telephone or by mail—will be revoked and superseded by the vote that you cast at the Bristol-Myers Squibb special meeting. To vote in person at the Bristol-Myers Squibb special meeting, beneficial owners who hold shares in street name through a broker, bank or other nominee holder of record will need to contact the broker, bank or other nominee holder of record to obtain a written legal proxy to bring to the meeting. Whether your proxy is submitted via the Internet, by phone or by mail, if it is properly completed and submitted, and if you do not revoke it prior to or at the Bristol-Myers Squibb special meeting, your shares will be voted at the Bristol-Myers Squibb special meeting in the manner specified by you, except as otherwise set forth in this joint proxy statement/prospectus.

You may vote via the Internet or by telephone until 11:59 p.m., Eastern Time, either on Monday, April 8, 2019 for shares in employee benefit plans or on Thursday, April 11, 2019 for all other shares. We recommend you mail your proxy by April 4, 2019 to ensure timely receipt of your proxy.

Q: *If my shares of Bristol-Myers Squibb stock are held in street name, will my broker, bank or other nominee holder of record automatically vote my shares for me?*

A: No. If you are a beneficial stockholder, you have the right to direct your broker or nominee on how to vote the shares. You should complete a voting instruction card which your broker, bank or other nominee is obligated to provide you. If you wish to vote in person at the meeting, you must first obtain from the record holder a legal proxy issued in your name. Brokers, banks and other nominee holders of record who hold shares of Bristol-Myers

Squibb stock in street name typically have the authority to vote in their discretion on routine proposals when they have not received instructions on how to vote from the beneficial owner. However, brokers, banks and other nominee holders of record typically are not allowed to exercise their voting discretion on matters that are non-routine without specific instructions on how to vote from the beneficial owner. Under the current rules of the NYSE, both proposals to be considered at the Bristol-Myers Squibb special meeting as described in this joint proxy statement/prospectus are considered non-routine. Therefore, brokers, banks and other nominee holders of record do not have discretionary authority to vote on either proposal.

TABLE OF CONTENTS

Broker non-votes are shares held by a broker, bank or other nominee holder of record that are present in person or represented by proxy at the Bristol-Myers Squibb special meeting, but with respect to which the broker, bank or other nominee holder of record is not instructed by the beneficial owner of such shares on how to vote on a particular proposal and the broker does not have discretionary voting power on such proposal. Because brokers, banks and other nominee holders of record do not have discretionary voting authority with respect to either of the proposals to be considered at the Bristol-Myers Squibb special meeting as described in this joint proxy statement/prospectus, if a beneficial owner of shares of Bristol-Myers Squibb stock held in street name does not give voting instructions to the broker, bank or other nominee holder of record, then those shares will not be present in person or represented by proxy at the Bristol-Myers Squibb special meeting. As a result, there will not be any broker non-votes in connection with either of the proposals to be considered at the Bristol-Myers Squibb special meeting as described in this joint proxy statement/prospectus.

Q: How will my shares be represented at the Bristol-Myers Squibb special meeting?

A: If you correctly submit your proxy via the Internet, by telephone or by mail, the persons named in your proxy card will vote your shares in the manner you requested. If you sign your proxy card and return it without indicating how you would like to vote your shares, your proxy will be voted as the BMS Board unanimously recommends, which is:

- FOR the stock issuance; and
- FOR the approval of the Bristol-Myers Squibb adjournment proposal.

However, if you indicate that you wish to vote against the approval of the stock issuance, your shares will only be voted in favor of the Bristol-Myers Squibb adjournment proposal if you indicate that you wish to vote in favor of that proposal.

Q: Who may attend the Celgene special meeting?

A: Celgene stockholders at the record date for the Celgene special meeting (the close of business on March 1, 2019), or their proxy holders, may attend the Celgene special meeting. If you hold shares in your name at the record date and plan to attend the Celgene special meeting, because of security procedures, you will need to obtain an admission ticket in advance. Tickets will be available to registered and beneficial owners. You can print your own tickets and you must bring them to the meeting to gain access. Tickets can be printed by accessing Shareholder Meeting Registration at www.ProxyVote.com and following the instructions provided (you will need the 16 digit number included on your proxy card or voter instruction form). If you are unable to print your tickets, please contact Celgene's Corporate Secretary at 1-908-673-9000. Requests for admission tickets will be processed in the order in which they are received and must be submitted no later than 11:59 p.m. (Eastern Time) on April 11, 2019. Please note that seating is limited and requests for tickets will accepted on a first-come, first served basis. If you received your special meeting materials electronically and wish to attend the meeting, please follow the instructions provided for attendance. If you are attending the Celgene special meeting in person, you will be required to present valid, government-issued photo identification, such as a driver's license or passport, and an admission ticket to be admitted to the Celgene special meeting.

Celgene stockholders may contact Innisfree M&A Incorporated at (877) 750-9497 (toll-free) or (412) 232-3651 (for international callers) to obtain directions to the location of the Celgene special meeting. Banks and brokers may call collect at (212) 750-5833.

Q: Who may attend the Bristol-Myers Squibb special meeting?

A: Bristol-Myers Squibb stockholders at the record date for the Bristol-Myers Squibb special meeting (the close of business on March 1, 2019), or their proxy holders, their authorized representatives and guests of Bristol-Myers Squibb may attend the Bristol-Myers Squibb special meeting. You may not appoint more than one person to act as your proxy at the Bristol-Myers Squibb special meeting. Admission will be by ticket only. A form of government-issued photograph identification will be required to enter the meeting. Large bags, backpacks, briefcases, cameras, recording equipment and other electronic devices will not be permitted in the meeting, and

attendees will be subject to security inspections. Our offices are wheelchair accessible. We will provide, upon request, wireless headsets for hearing amplification. If you are a registered

TABLE OF CONTENTS

Bristol-Myers Squibb stockholder (your shares are held in your name) and plan to attend the meeting, you should bring the top portion of the proxy card, which will serve as your admission ticket. If you are a beneficial owner (your shares are held in the name of a bank, broker or other holder of record) and plan to attend the meeting, you can obtain an admission ticket in advance by writing to Shareholder Services, Bristol-Myers Squibb Company, 430 East 29th Street, 14th Floor, New York, New York 10016. Please be sure to enclose proof of ownership, such as a bank or brokerage account statement. Stockholders who do not obtain tickets in advance may obtain them upon verification of ownership at the Registration Desk on the day of the special meeting.

Q: Can I revoke my proxy or change my voting instructions for Bristol-Myers Squibb stock?

A: Yes. You may revoke your proxy or change your vote at any time before the closing of the polls at the Bristol-Myers Squibb special meeting.

If you are a stockholder of record at the record date for the Bristol-Myers Squibb special meeting (the close of business on March 1, 2019), you can revoke your proxy or change your vote by:

- sending a signed notice, which bears a date later than the date of the proxy you want to revoke and which is received prior to the date of the Bristol-Myers Squibb special meeting, stating that you revoke your proxy to Bristol-Myers Squibb Company, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717;
- submitting a valid, later-dated proxy or voting instructions via the Internet or by telephone before 11:59 p.m. (Eastern Time) either on Monday, April 8, 2019 for shares in employee benefit plans or on Thursday, April 11, 2019 for all other shares, or by mail that is received prior to the Bristol-Myers Squibb special meeting; or
- attending the Bristol-Myers Squibb special meeting (or, if the special meeting is adjourned or postponed, attending the applicable adjourned or postponed meeting) and voting in person, which automatically will cancel any proxy previously given, or revoking your proxy in person, but your attendance alone will not revoke any proxy previously given.

If you hold your shares in “street name” through a broker, bank or other nominee holder of record, you must contact your broker, bank or other nominee holder of record to change your vote or obtain a written legal proxy to vote your shares if you wish to cast your vote in person at the Bristol-Myers Squibb special meeting.

Q: Can I revoke my proxy or change my voting instructions for Celgene common stock?

A: Yes. You may revoke your proxy or change your vote at any time before the closing of the polls at the Celgene special meeting.

If you are a stockholder of record at the record date for the Celgene special meeting (the close of business on March 1, 2019), you can revoke your proxy or change your vote by:

- sending a signed notice, which bears a date later than the date of the proxy you want to revoke and which is received prior to the close of business on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares, stating that you revoke your proxy to Celgene Corporation, 86 Morris Avenue, Summit, New Jersey 07901, Attention: Corporate Secretary;
- submitting a valid, later-dated proxy via the Internet or by telephone before 11:59 p.m. (Eastern Time) on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan and (ii) April 11, 2019 for all other shares, or by mail that is received prior to (i) the close of business on April 9, 2019 for shares held in the Celgene 401(k) Plan and (ii) the Celgene special meeting for all other shares; or
- attending the Celgene special meeting (or, if the Celgene special meeting is adjourned or postponed, attending the applicable adjourned or postponed meeting) and voting in person, which automatically will cancel any proxy previously given, or revoking your proxy in person, but your attendance alone will not revoke any proxy previously given.

If you hold your shares in “street name” through a broker, bank or other nominee holder of record, you must contact your broker, bank or other nominee holder of record to change your vote or obtain a written legal proxy to vote your shares if you wish to cast your vote in person at the Celgene special meeting.

TABLE OF CONTENTS

Q: *What happens if I sell my shares of Celgene common stock after the record date but before the Celgene special meeting?*

The record date for the Celgene special meeting (the close of business on March 1, 2019) is earlier than the date of the Celgene special meeting and earlier than the date that the merger is expected to be completed. If you sell or otherwise transfer your shares of Celgene common stock after the record date but before the date of the Celgene special meeting, you will, unless the transferee obtains a proxy from you, retain your right to vote at the Celgene special meeting. However, you will not have the right to receive the merger consideration to be received by Celgene stockholders in the merger. In order to receive the merger consideration, you must hold your shares immediately prior to completion of the merger.

Q: *What happens if I sell my Bristol-Myers Squibb shares after the record date but before the Bristol-Myers Squibb special meeting?*

The record date for the Bristol-Myers Squibb special meeting (the close of business on March 1, 2019) is earlier than the date of the Bristol-Myers Squibb special meeting. If you sell or otherwise transfer your shares of

A: Bristol-Myers Squibb stock after the record date but before the date of the Bristol-Myers Squibb special meeting, you will, unless the transferee obtains a proxy from you, retain your right to vote at the Bristol-Myers Squibb special meeting.

Q: *Are Celgene stockholders entitled to appraisal rights?*

Yes. Celgene stockholders may exercise appraisal rights in connection with the merger under Delaware law. For more information, please see the section titled *Appraisal or Dissenters' Rights for Celgene Stockholders* contained

Q: *Who is the inspector of the election for the Celgene special meeting?*

A: A representative of Broadridge will serve as the inspector of election for the Celgene special meeting.

Q: *Who is the inspector of the election for the Bristol-Myers Squibb special meeting?*

A: A representative of American Election Services LLC will serve as the inspector of election for the Bristol-Myers Squibb special meeting.

Q: *Where can I find the voting results of the Celgene special meeting?*

The preliminary voting results will be announced at the Celgene special meeting. In addition, within four business

Q: *Where can I find the voting results of the Bristol-Myers Squibb special meeting?*

The preliminary voting results will be announced at the Bristol-Myers Squibb special meeting. In addition, within

Q: *Is completion of the merger subject to any conditions?*

Yes. Bristol-Myers Squibb and Celgene are not required to complete the merger unless a number of conditions are satisfied (or, to the extent permitted by applicable law, waived by the party entitled to waive such condition).

These conditions include the adoption of the merger agreement by Celgene stockholders, the approval of the stock issuance by Bristol-Myers Squibb stockholders, termination or expiration of the waiting period under the

A: Hart-Scott-Rodino Antitrust Improvements Act of 1976, as amended, which is referred to in this joint proxy statement/prospectus as the HSR Act, and the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions. For a more complete summary of the conditions that must be satisfied (or, to the extent permitted by applicable law, waived) prior to completion of the merger, see *The Merger Agreement—Conditions to Completion of the Merger* beginning on page 177 of this joint proxy statement/prospectus.

TABLE OF CONTENTS

Q: When do you expect to complete the merger?

As of the date of this joint proxy statement/prospectus, Celgene and Bristol-Myers Squibb expect to complete the merger in the third quarter of 2019, subject to the adoption of the merger agreement by Celgene stockholders, the approval of the stock issuance by Bristol-Myers Squibb stockholders, early termination or expiration of the waiting period under the HSR Act, the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions and the satisfaction (or, to the extent permitted by applicable law, waiver) of the other conditions that must be satisfied (or, to the extent permitted by applicable law, waived) prior to completion of the merger. However, no assurance can be given as to when, or if, the merger will be completed.

Q: Is the transaction expected to be taxable to Celgene stockholders?

The exchange of shares of Celgene common stock for the merger consideration pursuant to the merger will be a taxable transaction for U.S. federal income tax purposes. Accordingly, a Celgene stockholder that is a U.S. holder, as defined in Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences beginning on page 165 of this joint proxy statement/prospectus, will recognize taxable capital gain or loss in an amount equal to the difference, if any, between (i) the sum of (A) the amount of cash, including cash in lieu of fractional shares, received by such U.S. holder in the merger, (B) the fair market value of the shares of Bristol-Myers Squibb common stock received by such U.S. holder in the merger, and (C) the fair market value of the CVRs received by such U.S. holder in the merger, each determined on the date of the consummation of the merger and (ii) such U.S. holder's adjusted tax basis in the shares of Celgene common stock exchanged therefor. With respect to a Celgene stockholder that is a non-U.S. holder, as defined in Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences beginning on page 165 of this joint proxy statement/prospectus, the exchange of shares of Celgene common stock for the merger consideration pursuant to the merger generally will not result in tax to such non-U.S. holder under U.S. federal income tax laws unless such non-U.S. holder has certain connections with the United States.

Each Celgene stockholder is urged to read the discussion in the section entitled Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences beginning on page 165 of this joint proxy statement/prospectus and to consult its tax advisor to determine the particular U.S. federal, state or local or non-U.S. income or other tax consequences to it of the merger.

Q: What do I need to do now?

Carefully read and consider the information contained in and incorporated by reference into this joint proxy statement/prospectus in its entirety, including its annexes. Then, please promptly vote your shares of Celgene common stock and/or shares of Bristol-Myers Squibb stock, as applicable, which you may do by:

- completing, dating, signing and returning the enclosed proxy card for the applicable company in the accompanying postage-paid return envelope;
- submitting your proxy via the Internet or by telephone by following the instructions included on your proxy card for such company; or
- attending the applicable special meeting and voting by ballot in person.

If you hold shares in street name through a broker, bank or other nominee holder of record, please instruct your broker, bank or other nominee holder of record to vote your shares by following the instructions that the broker, bank or other nominee holder of record provides to you with these materials.

TABLE OF CONTENTS

Q: Should I send in my Celgene share certificates now?

No. Celgene stockholders should not send in their share certificates at this time. After completion of the merger, Bristol-Myers Squibb’s exchange agent will send you a letter of transmittal and instructions for exchanging your shares of Celgene common stock for the merger consideration. The shares of Bristol-Myers Squibb common stock you receive in the merger will be issued in book-entry form and, unless otherwise requested, physical

A: certificates will not be issued. The CVRs you receive in the merger will be issued in book-entry form and, unless otherwise requested, physical certificates will not be issued. Bristol-Myers Squibb stockholders will keep their existing share certificates, if any, and will not be required to take any action with respect to their certificates. See The Merger Agreement—Procedures for Surrendering Celgene Stock Certificates beginning on page 174 of this joint proxy statement/prospectus.

Q: How can I vote the shares of Bristol-Myers Squibb stock I hold through the Bristol-Myers Squibb Savings and Investment Program or the Bristol-Myers Squibb Puerto Rico, Inc. Savings and Investment Program?

Participants in the Bristol-Myers Squibb Savings and Investment Program and the Bristol-Myers Squibb Puerto Rico, Inc. Savings and Investment Program, which are collectively referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb 401(k) Plans, who receive this joint proxy statement/prospectus in their capacity as participants in either of the Bristol-Myers Squibb 401(k) Plans are entitled to vote using the enclosed proxy card. The proxy card directs the trustee of the Bristol-Myers Squibb 401(k) Plans to vote a

A: participant’s shares as indicated on the card. Shares of Bristol-Myers Squibb common stock held through the Bristol-Myers Squibb 401(k) Plans for which no instructions are received will be voted by the trustee of the Bristol-Myers Squibb 401(k) Plans in the same percentage as the shares of Bristol-Myers Squibb common stock held through the Bristol-Myers Squibb 401(k) Plans for which the trustee receives voting instructions. The trustee of the Bristol-Myers Squibb 401(k) Plans must receive your voting instructions by 11:59 p.m. (Eastern Time) on April 8, 2019.

Please note that you cannot vote the shares of Bristol-Myers Squibb common stock you hold through either of the Bristol-Myers Squibb 401(k) Plans in person at the Bristol-Myers Squibb special meeting.

Q: How can I vote the shares of Celgene common stock I hold through the Celgene Corporation 401(k) Plan?

Participants in the Celgene Corporation 401(k) Plan, which is referred to in this joint proxy statement/prospectus as the Celgene 401(k) Plan, who receive this joint proxy statement/prospectus in their capacity as participants in the Celgene 401(k) Plan are entitled to vote using the enclosed proxy card. The proxy card directs the trustee of the Celgene 401(k) Plan to vote a participant’s shares as directed on the card. Shares of Celgene common stock held through the Celgene 401(k) Plan for which the trustee of the Celgene 401(k) Plan does not receive voting

A: instructions will be voted by the trustee pro rata in proportion to the shares of Celgene common stock held through the Celgene 401(k) Plan for which the trustee receives voting instructions unless contrary to the Employee Retirement Income Security Act of 1974, as amended, which is referred to in this joint proxy statement/prospectus as ERISA. Broadridge must receive your voting instructions via Internet or telephone by 11:59 p.m. (Eastern Time) on April 9, 2019 or via mail by the close of business on April 9, 2019. You may not vote the shares of Celgene common stock you hold through the Celgene 401(k) Plan at the Celgene special meeting.

Q: Who will solicit and pay the cost of soliciting proxies for the Celgene special meeting?

Celgene will bear all costs and expenses in connection with the solicitation of proxies, including the costs of preparing, printing and mailing this joint proxy statement/prospectus for the Celgene special meeting. Celgene has engaged Innisfree M&A Incorporated and Morrow Sodali, LLC to assist in the solicitation of proxies for the

A: Celgene special meeting and will pay Innisfree M&A Incorporated and Morrow Sodali, LLC an initial fee of approximately \$75,000 and \$35,000, respectively, plus additional fees to be determined at the conclusion of the solicitation and reimbursement of reasonable out-of-pocket expenses.

TABLE OF CONTENTS

In addition to solicitation by mail, directors, officers and employees of Celgene or its subsidiaries may solicit proxies from stockholders by telephone, telegram, email, personal interview or other means. Celgene currently expects not to incur any costs beyond those customarily expended for a solicitation of proxies in connection with the adoption of a merger agreement. Directors, officers and employees of Celgene will not receive additional compensation for their solicitation activities, but may be reimbursed for reasonable out-of-pocket expenses incurred by them in connection with the solicitation. Brokers, dealers, commercial banks, trust companies, fiduciaries, custodians and other nominees have been requested to forward proxy solicitation materials to their customers, and such nominees will be reimbursed for their reasonable out-of-pocket expenses. Celgene will pay the costs associated with the Celgene special meeting and solicitation of proxies, including the costs of mailing the proxy materials.

Q: What do I do if I receive more than one set of Celgene voting materials?

You may receive more than one set of voting materials for the Celgene special meeting, including multiple copies of this joint proxy statement/prospectus, proxy cards and/or voting instruction forms. This can occur if your shares are held through more than one account (*e.g.*, through different brokers or nominees), if you hold shares directly as a record holder and also in street name, or otherwise through a nominee, and in certain other circumstances. Each proxy card or voting instruction form only covers those shares of Celgene common stock held in the applicable account. If you receive more than one set of voting materials, each should be voted and/or returned separately in order to ensure that all of your shares are voted.

Q: What do I need to do now?

Even if you plan to attend the special meeting in person, after carefully reading and considering the information contained in this joint proxy statement/prospectus, including the annexes attached hereto and other information incorporated herein by reference, please vote promptly to ensure that your shares are represented at the special meeting. Each Celgene stockholder as of the record date may vote his, her or its shares of Celgene common stock as described above under the heading How do I vote my shares at the Celgene special meeting?

Q: If I am a Celgene stockholder, whom should I call with questions?

If you have any questions about the merger agreement, the merger, the proposal to adopt the merger agreement, the Celgene adjournment proposal, the Celgene compensation advisory proposal or the Celgene special meeting, or this joint proxy statement/prospectus, desire additional copies of this joint proxy statement/prospectus, proxy cards or voting instruction forms or need help voting your shares of Celgene common stock, you should contact:

Innisfree M&A Incorporated
501 Madison Avenue, 20th Floor
New York, New York 10022
Telephone (Toll-Free): (877) 750-9497
International Callers: (412) 232-3651
Banks and brokers may call collect: (212) 750-5833

or

Celgene Corporation
86 Morris Avenue
Summit, New Jersey 07901
Attention: Corporate Secretary
Telephone: (908) 673-9000

TABLE OF CONTENTS

Q: If I am a Bristol-Myers Squibb stockholder, whom should I call with questions?

If you have any questions about the merger agreement, the merger, the stock issuance, the proposal to approve the stock issuance, the Bristol-Myers Squibb adjournment proposal or the Bristol-Myers Squibb special meeting or

A: this joint proxy statement/prospectus, desire additional copies of this joint proxy statement/prospectus, proxy cards or voting instruction forms or need help voting your shares of Bristol-Myers Squibb stock, you should contact:

MacKenzie Partners, Inc.
1407 Broadway, 27th Floor
New York, New York 10018
Telephone (Toll-Free): (800) 322-2885
Telephone (Collect): (212) 929-5500
Email: proxy@mackenziepartners.com

or

Bristol-Myers Squibb Company
430 East 29th Street, 14th Floor
New York, New York 10016
Attention: Corporate Secretary
Telephone: (212) 546-3309

19

TABLE OF CONTENTS

SUMMARY

*This summary highlights selected information from this joint proxy statement/prospectus. It may not contain all of the information that is important to you. You are urged to read carefully the entire joint proxy statement/prospectus and the other documents attached to or referred to in this joint proxy statement/prospectus in order to fully understand the merger agreement, the proposed merger and the other transactions contemplated by the merger agreement. See *Where You Can Find More Information* beginning on page 251 of this joint proxy statement/prospectus. Each item in this summary refers to the page of this joint proxy statement/prospectus on which the more detailed discussion of that subject begins.*

The Companies

Bristol-Myers Squibb

Bristol-Myers Squibb was incorporated under the laws of the State of Delaware in August 1933 under the name Bristol-Myers Company, as successor to a New York business started in 1887. In 1989, Bristol-Myers Company changed its name to Bristol-Myers Squibb Company as a result of a merger. Bristol-Myers Squibb is engaged in the discovery, development, licensing, manufacturing, marketing, distribution and sale of biopharmaceutical products on a global basis.

The principal trading market for shares of Bristol-Myers Squibb common stock (NYSE: BMY) is the NYSE. The principal executive offices of Bristol-Myers Squibb are located at 430 East 29th Street, 14th Floor, New York, New York 10016; its telephone number is (212) 546-4000; and its website is *www.bms.com*. Information on Bristol-Myers Squibb's Internet website is not incorporated by reference into or otherwise part of this joint proxy statement/prospectus.

This joint proxy statement/prospectus incorporates important business and financial information about Bristol-Myers Squibb from other documents that are not included in or delivered with this joint proxy statement/prospectus. For a list of the documents that are incorporated by reference, see *Where You Can Find More Information* beginning on page 251 of this joint proxy statement/prospectus.

Celgene

Celgene was incorporated in the State of Delaware in 1986. Celgene is an integrated global biopharmaceutical company engaged primarily in the discovery, development and commercialization of innovative therapies for the treatment of cancer and inflammatory diseases through next-generation solutions in protein homeostasis, immuno-oncology, epigenetics, immunology and neuro-inflammation. Its primary commercial stage products include REVLIMID[®], POMALYST[®]/IMNOVID[®], OTEZLA[®], ABRAXANE[®], and VIDAZA[®].

Celgene continues to make significant investments in research and development in support of multiple ongoing proprietary clinical development programs, which support its existing products and pipeline of new product candidates. Celgene's key late-stage product candidates, which are expected to launch in 2019 and 2020, are ozanimod, fedratinib, luspatercept, bb2121, and JCAR017. Beyond its late-stage product candidates, Celgene has access to a growing early-to-mid-stage pipeline of novel potential therapies to address significant unmet medical needs that consists of new product candidates and cell therapies developed in-house, licensed from other companies or able to be optioned from collaboration partners.

The principal trading market for shares of Celgene common stock, par value \$0.01 per share, (NASDAQ: CELG) is Nasdaq. The principal executive offices of Celgene are located at 86 Morris Avenue, Summit, New Jersey 07901; its

telephone number is (908) 673-9000; and its website is *www.celgene.com*. Information on Celgene's Internet website is not incorporated by reference into or otherwise part of this joint proxy statement/prospectus.

This joint proxy statement/prospectus incorporates important business and financial information about Celgene from other documents that are not included in or delivered with this joint proxy statement/prospectus. For a list of the documents that are incorporated by reference, see "Where You Can Find More Information" beginning on page 251 of this joint proxy statement/prospectus.

Burgundy Merger Sub, Inc.

Merger Sub was incorporated under the laws of the State of Delaware on December 31, 2018, and is a wholly-owned subsidiary of Bristol-Myers Squibb. Merger Sub was formed solely for the purpose of completing

TABLE OF CONTENTS

the merger. Merger Sub has not carried on any activities or operations to date, except for activities incidental to its formation and activities undertaken in connection with the merger. By operation of the merger, Merger Sub will be merged with and into Celgene, with Celgene surviving the merger as a wholly-owned subsidiary of Bristol-Myers Squibb.

The principal executive offices of Merger Sub are located at 430 East 29th Street, 14th Floor, New York, New York 10016; and its telephone number is (212) 546-4000.

The Merger (see page 172)

Bristol-Myers Squibb, Merger Sub and Celgene have entered into the merger agreement. Subject to the terms and conditions of the merger agreement and in accordance with applicable law, in the merger, Merger Sub will be merged with and into Celgene, with Celgene continuing as the surviving corporation and a wholly-owned subsidiary of Bristol-Myers Squibb. Upon completion of the merger, shares of Celgene common stock will no longer be publicly traded, will be delisted from Nasdaq and deregistered under the Exchange Act.

A copy of the merger agreement is attached as Annex A to this joint proxy statement/prospectus. **You should read the merger agreement carefully and in its entirety because it is the legal document that governs the merger.**

Special Meeting of Stockholders of Bristol-Myers Squibb (see page 83)

Meeting. The Bristol-Myers Squibb special meeting will be held on April 12, 2019, at the offices of Kirkland & Ellis LLP located at 601 Lexington Avenue, New York, New York 10022, at 10:00 a.m., Eastern Time. At the Bristol-Myers Squibb special meeting, Bristol-Myers Squibb stockholders will be asked to consider and vote on the following proposals:

- to approve the stock issuance; and
- to approve the Bristol-Myers Squibb adjournment proposal.

Record Date. The BMS Board has fixed the close of business on March 1, 2019, as the record date for the determination of the stockholders entitled to notice of and to vote at the Bristol-Myers Squibb special meeting or any adjournment or postponement of the Bristol-Myers Squibb special meeting. Only Bristol-Myers Squibb stockholders of record at the record date are entitled to receive notice of, and to vote at, the Bristol-Myers Squibb special meeting or any adjournment or postponement of the Bristol-Myers Squibb special meeting. As of the close of business on January 24, 2019, there were (i) 1,632,650,807.509 shares of Bristol-Myers Squibb, \$0.10 par value per share, common stock outstanding and entitled to vote at the Bristol-Myers Squibb special meeting, held by approximately 39,427 holders of record, and (ii) 3,586 shares of Bristol-Myers Squibb \$2.00 convertible preferred stock outstanding and entitled to vote at the Bristol-Myers Squibb special meeting, held by approximately 141 holders of record.

Quorum. The presence at the Bristol-Myers Squibb special meeting, in person or by proxy, of the holders of a majority of the outstanding shares of Bristol-Myers Squibb stock at the record date (the close of business on March 1, 2019) entitled to vote will constitute a quorum. Elections to abstain from voting will be deemed present at the Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum. Shares of Bristol-Myers Squibb stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record, and shares of Bristol-Myers Squibb stock with respect to which the beneficial owner otherwise fails to vote, will not be deemed present at the Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum. There must be a quorum for the vote on the stock issuance to be taken at the Bristol-Myers Squibb special meeting. Failure of a quorum to be present at the Bristol-Myers Squibb special meeting will necessitate an adjournment of the meeting and will subject Bristol-Myers Squibb to additional expense.

Required Vote. The affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present is required to approve the issuance of shares of Bristol-Myers Squibb stock in connection with the merger. **Bristol-Myers Squibb cannot complete the merger unless its stockholders approve the stock issuance.** Under the current rules and interpretive guidance of the NYSE, votes cast on the stock issuance consist of votes for or against, as well as elections to abstain from voting on the stock issuance. As a result,

TABLE OF CONTENTS

a Bristol-Myers Squibb stockholder's abstention from voting on the stock issuance will have the same effect as a vote AGAINST the proposal. Assuming a quorum is present, the failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the outcome of any vote to approve the stock issuance because these failures to vote are not considered votes cast.

Approval of the Bristol-Myers Squibb adjournment proposal, whether or not a quorum, as defined under Delaware law, is present, requires the affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by Bristol-Myers Squibb stockholders entitled to vote. For purposes of the Bristol-Myers Squibb adjournment proposal, votes present on the proposal consist of votes for or against as well as elections to abstain from voting on the proposal. As a result, a Bristol-Myers Squibb stockholder's abstention from voting on the Bristol-Myers Squibb adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal. The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

Stock Ownership of and Voting by Bristol-Myers Squibb Directors and Executive Officers (see page 222). As of January 24, 2019, Bristol-Myers Squibb's directors and executive officers and their affiliates beneficially owned and had the right to vote in the aggregate 1,810,875 shares of Bristol-Myers Squibb stock at the Bristol-Myers Squibb special meeting, which represents approximately less than 1% of the shares of Bristol-Myers Squibb stock entitled to vote at the Bristol-Myers Squibb special meeting. Approval of the stock issuance requires the affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present.

Each of Bristol-Myers Squibb's directors and executive officers is expected, as of the date of this joint proxy statement/prospectus, to vote his or her shares of Bristol-Myers Squibb stock FOR the stock issuance and FOR the Bristol-Myers Squibb adjournment proposal, although none of Bristol-Myers Squibb's directors and executive officers has entered into any agreement requiring them to do so.

Special Meeting of Stockholders of Celgene (see page 88)

Meeting. The Celgene special meeting will be held at the offices of Wachtell, Lipton, Rosen & Katz located at 51 West 52nd Street, New York, New York 10019 on Friday, April 12, 2019, at 10:00 a.m., Eastern Time. At the Celgene special meeting, Celgene stockholders will be asked to consider and vote on the following proposals:

- to adopt the merger agreement;
- to approve the Celgene adjournment proposal; and
- to approve, on an advisory (non-binding) basis the Celgene compensation advisory proposal.

Record Date. A committee of the Celgene Board has fixed the close of business on March 1, 2019, as the record date for the determination of the Celgene stockholders entitled to notice of and to vote at the Celgene special meeting or any adjournment or postponement of the Celgene special meeting. Only Celgene stockholders of record at the record date are entitled to receive notice of, and to vote at, the Celgene special meeting or any adjournment or postponement of the Celgene special meeting. As of the close of business on January 29, 2019, there were 701,024,507 shares of Celgene common stock outstanding and entitled to vote at the Celgene special meeting, held by approximately 363 holders of record. Each holder of shares of Celgene common stock is entitled to one vote for each share of Celgene common stock owned at the record date.

Quorum. The presence at the Celgene special meeting, in person or by proxy, of the holders of a majority of the outstanding shares of Celgene common stock at the record date (the close of business on March 1, 2019) and entitled to vote will constitute a quorum. Shares of Celgene common stock whose holders elect to abstain from voting will be deemed present at the Celgene special meeting for the purpose of determining the presence of a quorum. Shares of Celgene common stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record, and shares of Celgene common stock with respect

TABLE OF CONTENTS

to which the beneficial owner otherwise fails to vote, will not be deemed present at the Celgene special meeting for the purpose of determining the presence of a quorum. There must be a quorum for the vote on the adoption of the merger agreement and the vote on the Celgene compensation advisory (non-binding) proposal to be taken at the Celgene special meeting. Failure of a quorum to be present at the Celgene special meeting will necessitate an adjournment of the meeting and will subject Celgene to additional expense.

Required Vote. Pursuant to Delaware law, to adopt the merger agreement, the affirmative vote of the holders of a majority of shares of Celgene common stock outstanding and entitled to vote thereon is required. **Celgene cannot complete the merger and the merger consideration will not be paid unless its stockholders adopt the merger agreement and the other closing conditions specified in the merger agreement are met. Because adoption of the merger agreement requires the affirmative vote of the holders of at least a majority of shares of Celgene common stock outstanding and entitled to vote thereon, a Celgene stockholder's abstention from voting, the failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have the same effect as a vote AGAINST the proposal to adopt the merger agreement.**

To approve the Celgene adjournment proposal (whether or not a quorum, as defined under Celgene's by-laws, is present), the affirmative vote of a majority of the votes present at the Celgene special meeting by holders of shares of Celgene common stock is required. For purposes of the Celgene adjournment proposal, votes present consist of votes for or against as well as elections to abstain from voting on the proposal. As a result, a Celgene stockholder's abstention from voting on the Celgene adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

To approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal (assuming a quorum, as defined under Celgene's by-laws, is present), the affirmative vote of a majority of the votes cast at the Celgene special meeting by holders of shares of Celgene common stock is required. For purposes of the Celgene compensation advisory proposal, votes cast means votes for or against the proposal. As a result, a Celgene stockholder's abstention from voting will have no effect on the outcome of any vote to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the outcome of any vote to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal, except to the extent it results in there being insufficient shares present at the Celgene special meeting to establish a quorum.

Stock Ownership of and Voting by Celgene Directors and Executive Officers (see page 90). As of the close of business on January 29, 2019), Celgene's directors and executive officers and their affiliates beneficially owned and had the right to vote in the aggregate 595,296 shares of Celgene common stock at the Celgene special meeting, which represents approximately less than 1% of the shares of Celgene common stock entitled to vote at the Celgene special meeting.

Each of Celgene's directors and executive officers is expected, as of the date of this joint proxy statement/prospectus, to vote his or her shares of Celgene common stock FOR the proposal to adopt the merger agreement, FOR the Celgene adjournment proposal and FOR the Celgene compensation advisory proposal, although none of Celgene's directors or executive officers has entered into any agreement requiring them to do so.

What Celgene Stockholders Will Receive in the Merger (see page 106)

If the merger is completed, Celgene stockholders, other than holders of excluded stock and dissenting stock, will be entitled to receive, in exchange for each share of Celgene common stock that they own immediately prior to the completion of the merger, \$50.00 in cash without interest thereon, one share of Bristol-Myers Squibb common stock and one CVR.

The exchange ratio is fixed, which means that it will not change between now and the date of the merger, regardless of whether the market price of either shares of Bristol-Myers Squibb common stock or shares of

TABLE OF CONTENTS

Celgene common stock changes. Therefore, the value of the share consideration will depend on the market price of shares of Bristol-Myers Squibb common stock at the time Celgene stockholders receive shares of Bristol-Myers Squibb common stock in the merger. Based on the closing price of a share of Bristol-Myers Squibb common stock on the NYSE on January 2, 2019, the last trading day prior to announcement of the transaction between Bristol-Myers Squibb and Celgene, the upfront merger consideration represented approximately \$102.43 in value for each share of Celgene common stock (without considering any potential CVR payout). Based on the closing price of a share of Bristol-Myers Squibb common stock on the NYSE on January 31, 2019, the most recent trading day prior to the date of this joint proxy statement/prospectus for which this information was available, the upfront merger consideration represented approximately \$99.37 in value for each share of Celgene common stock (without considering any potential CVR payout). **The market price of shares of Bristol-Myers Squibb common stock has fluctuated since the date of the announcement of the merger agreement and will continue to fluctuate from the date of this joint proxy statement/prospectus to the date of the Celgene special meeting and the date the merger is completed and thereafter. The market price of shares of Bristol-Myers Squibb common stock when received by Celgene stockholders after the merger is completed could be greater than, less than or the same as the market price of shares of Bristol-Myers Squibb common stock on the date of this joint proxy statement/prospectus or at the time of the Celgene special meeting or any adjournment or postponement thereof.**

Treatment of Celgene Equity Awards (see page 175)

At the effective time of the merger, each Celgene Stock Option, whether or not vested will be treated as described below.

If such Celgene Stock Option is an In-the-Money Option it will be assumed by Bristol-Myers Squibb and converted into (a) an Assumed In-the-Money Option to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of Bristol-Myers Squibb common stock, except that the number of shares of Bristol-Myers Squibb common stock, subject to such Assumed In-the-Money Options shall equal the product of (i) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the completion of the merger, multiplied by (ii) the Equity Award Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock) and the per-share exercise price will equal the quotient of (x) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (y) the Equity Award Exchange Ratio (rounded up to the nearest whole cent), and (b) the right to receive (i) if such In-the-Money Option was vested prior to the effective time of the merger, one CVR for each share of Celgene common stock underlying such In-the-Money Option or (ii) if such In-the-Money Option was not vested immediately prior to the completion of the merger, immediately upon, and subject to, the vesting of the Assumed In-the Money Option, the Unvested Equity Award CVR Consideration. Each Assumed In-the-Money Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock Option immediately prior to the effective time of the merger.

If such Celgene Stock Option is an Out-of-the-Money Option, it will be assumed by Bristol-Myers Squibb and converted into an Assumed Out-of-the-Money Stock Option to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of Bristol-Myers Squibb common stock, except that the number of shares of Bristol-Myers Squibb common stock, subject to such Assumed Out-of-the-Money Stock Option will equal the product of (i) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the effective time of the merger, multiplied by (ii) the Out-of-the-Money Option Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock), and the per-share exercise price will equal the quotient of (A) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (B) the Out-of-the-Money Option Exchange Ratio (rounded up to the nearest whole cent). Each Assumed Out-of-the-Money Stock Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock

Option immediately prior to the effective time of the merger.

At the effective time of the merger, each Celgene RSU Award will be assumed by Bristol-Myers Squibb and converted into (i) an Assumed Restricted Unit Award that settles in a number of shares of Bristol-Myers Squibb common stock equal to the number of shares of Celgene common stock underlying the Celgene RSU Award immediately prior to the effective time of the merger multiplied by the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares) and (ii) the right to receive, subject to the vesting of the Assumed

TABLE OF CONTENTS

Restricted Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Restricted Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene RSU Award immediately prior to the effective time of the merger.

At the effective time of the merger, each Celgene PSU Award will be assumed by Bristol-Myers Squibb and converted into (i) an Assumed Performance Unit Award that settles in a number of shares of Bristol-Myers Squibb common stock equal to the product of the number of shares of Celgene common stock underlying the Celgene PSU Award immediately prior to the effective time of the merger (determined by deeming the applicable performance goals to be achieved at the greater of the target level and the actual level of achievement through the end of the calendar quarter immediately preceding the merger effective time) multiplied by the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares), and (ii) the right to receive, subject to the vesting of the Assumed Performance Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Performance Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene PSU Award (other than performance-based vesting conditions) immediately prior to the effective time of the merger.

At the effective time of the merger, each Celgene RSA will be assumed by Bristol-Myers Squibb and converted into (i) an Assumed Restricted Stock Award that settles in a number of shares of Bristol-Myers Squibb common stock equal to the number of shares of Celgene common stock underlying the Celgene RSA immediately prior to the effective time of the merger multiplied by the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares), and (ii) the right to receive, subject to the vesting of the Assumed Restricted Stock Award, the Unvested Equity Award CVR Consideration. Each Assumed Restricted Stock Award will continue to have the same terms and conditions as applied to the corresponding Celgene RSA immediately prior to the effective time of the merger.

The capitalized terms used within this section are subsequently defined in The Merger Agreement—Treatment of Celgene Equity Awards beginning on page 175 of this joint proxy statement/prospectus.

Recommendation of the Celgene Board of Directors (see page 106)

The Celgene Board unanimously determined that the merger agreement and the transactions contemplated by the merger agreement (including the merger) are fair to and in the best interests of Celgene and its stockholders. **The Celgene Board unanimously recommends that Celgene stockholders vote FOR the proposal to adopt the merger agreement.** For the factors considered by the Celgene Board in reaching this decision, see Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Celgene’s Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement beginning on page 106 of this joint proxy statement/prospectus.

The Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene adjournment proposal. See Celgene Proposal II: Adjournment of the Celgene Special Meeting beginning on page 209 of this joint proxy statement/prospectus.

In addition, the Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene compensation advisory proposal. See Celgene Proposal III: Advisory Vote On Merger-Related Executive Compensation Arrangements beginning on page 210 of this joint proxy statement/prospectus.

Recommendation of the Bristol-Myers Squibb Board of Directors (see page 110)

The BMS Board determined that the merger agreement and the transactions contemplated by the merger agreement, including the merger and the stock issuance, are advisable, fair to and in the best interests of Bristol-Myers Squibb and its stockholders. **The BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote FOR**

the stock issuance. For the factors considered by the BMS Board in reaching this decision, see Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Bristol-Myers Squibb’s Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance beginning on page 110 of this joint proxy statement/prospectus.

The BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the Bristol-Myers Squibb adjournment proposal. See Bristol-Myers Squibb Proposal II: Adjournment of the Bristol-Myers Squibb Special Meeting beginning on page 211 of this joint proxy statement/prospectus.

TABLE OF CONTENTS

Opinions of Celgene's Financial Advisors (see page 115)

Opinion of J.P. Morgan Securities LLC

Celgene has engaged J.P. Morgan Securities LLC, which is referred to in this joint proxy statement/prospectus as J.P. Morgan, as a financial advisor in connection with the merger. On January 2, 2019, J.P. Morgan delivered to the Celgene Board its oral opinion, confirmed by delivery of a written opinion, dated January 2, 2019, to the effect that, as of such date and based on and subject to the assumptions made, procedures followed, matters considered and limitations and qualifications set forth in its written opinion, the merger consideration to be paid to the holders of Celgene common stock in the merger was fair, from a financial point of view, to such holders. See Opinion of J.P. Morgan Securities LLC beginning on page 115 of this joint proxy statement/prospectus.

The full text of J.P. Morgan's written opinion, dated January 2, 2019, which sets forth, among other things, the assumptions made, procedures followed, matters considered and limitations and qualifications on the review undertaken by J.P. Morgan in rendering its opinion, is attached to this joint proxy statement/prospectus as Annex C and is incorporated into this joint proxy statement/prospectus by reference in its entirety.

J.P. Morgan's written opinion was addressed to the Celgene Board (in its capacity as such) in connection with and for the purposes of its evaluation of the merger, was directed only to the merger consideration to be paid to the holders of Celgene common stock in the merger and did not address any other aspect of the merger. The issuance of J.P. Morgan's opinion was approved by a fairness committee of J.P. Morgan. The summary of the opinion of J.P. Morgan set forth in this joint proxy statement/prospectus is qualified in its entirety by reference to the full text of such opinion. The opinion does not constitute a recommendation to any stockholder of Celgene as to how such stockholder should vote with respect to the merger or any other matter.

Opinion of Citigroup Global Markets Inc.

Celgene also has engaged Citigroup Global Markets Inc., which is referred to in this joint proxy statement/prospectus as Citigroup, as a financial advisor in connection with the merger. On January 2, 2019, Citigroup delivered to the Celgene Board its oral opinion, confirmed by delivery of a written opinion dated, January 2, 2019, to the effect that, as of such date and based on and subject to the assumptions made, procedures followed, matters considered and limitations and qualifications set forth in its written opinion, the merger consideration to be received by the holders of outstanding shares of Celgene common stock in the merger was fair, from a financial point of view, to such holders. See Opinion of Citigroup Global Markets Inc. beginning on page 124 of this joint proxy statement/prospectus.

The full text of Citigroup's written opinion, dated January 2, 2019, which sets forth, among other things, the assumptions made, procedures followed, matters considered and limitations and qualifications on the review undertaken by Citigroup in rendering its opinion, is attached to this joint proxy statement/prospectus as Annex D and is incorporated into this joint proxy statement/prospectus by reference in its entirety.

Citigroup's opinion, the issuance of which was authorized by Citigroup's fairness opinion committee, was provided to the Celgene Board (in its capacity as such) in connection with its evaluation of the merger and was limited to the fairness, from a financial point of view, as of the date of the opinion, to the holders of outstanding shares of Celgene common stock of the merger consideration to be received by such holders in the merger. Citigroup's opinion does not address any other aspects or implications of the merger and does not constitute a recommendation to any stockholder as to how such stockholder should vote or act on any matters relating to the merger or otherwise. Citigroup's opinion does not address the underlying business decision of Celgene to effect the merger, the relative merits of the merger as compared to any alternative business strategies that might exist for Celgene or the effect of any other transaction in which Celgene might engage.

Opinions of Bristol-Myers Squibb's Financial Advisors (see page 133)

Opinion of Morgan Stanley

On January 2, 2019, Morgan Stanley & Co. LLC, which is referred to in this joint proxy statement/prospectus as Morgan Stanley, rendered its oral opinion, which was subsequently confirmed by delivery of a written opinion, to the BMS Board to the effect that as of such date, and based upon and subject to the various assumptions made,

TABLE OF CONTENTS

procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Morgan Stanley as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Morgan Stanley's written opinion to the BMS Board, dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex E, and is incorporated by reference in this joint proxy statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Morgan Stanley in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Morgan Stanley's opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Morgan Stanley's opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

Opinion of Dyal Co.

On January 2, 2019, Dyal Co. LLC, which is referred to in this joint proxy statement/prospectus as Dyal Co., rendered its oral opinion, which was subsequently confirmed by delivery of a written opinion, to the BMS Board to the effect that as of such date, and based upon and subject to the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Dyal Co. as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Dyal Co.'s written opinion to the BMS Board, dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex F, and is incorporated by reference in this joint proxy statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Dyal Co. in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Dyal Co.'s opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Dyal Co.'s opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

Opinion of Evercore

On January 2, 2019, Evercore Group L.L.C., which is referred to in this joint proxy statement/prospectus as Evercore, rendered its oral opinion, which was subsequently confirmed by delivery of a written opinion, to the BMS Board to the effect that as of such date, and based upon and subject to the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Evercore as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Evercore's written opinion to the BMS Board, dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex G, and is incorporated by reference in this joint proxy statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety

for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Evercore in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Evercore's opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by

27

TABLE OF CONTENTS

Bristol-Myers Squibb pursuant to the merger agreement. Evercore's opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

Ownership of Bristol-Myers Squibb Common Stock After the Merger (see page 94)

Based on the number of shares of Celgene common stock outstanding as of January 29, 2019, Bristol-Myers Squibb expects to issue approximately 701,024,507 shares of Bristol-Myers Squibb common stock to Celgene stockholders pursuant to the merger. The actual number of shares of Bristol-Myers Squibb common stock to be issued pursuant to the merger will be determined at completion of the merger based on the number of shares of Celgene common stock outstanding at such time. In addition, shares of Bristol-Myers Squibb common stock may be issued from time to time following the effective time of the merger to holders of Celgene equity awards on the terms set forth in the merger agreement. See *The Merger Agreement—Treatment of Celgene Equity Awards* beginning on page 175 of this joint proxy statement/prospectus for a more detailed explanation. Based on the number of shares of Celgene common stock outstanding as of January 29, 2019, and the number of shares of Bristol-Myers Squibb common stock outstanding as of January 24, 2019, it is expected that, immediately after completion of the merger, former Celgene stockholders will own approximately 31% of the outstanding shares of Bristol-Myers Squibb common stock.

Governance Matters Following Completion of the Merger (see page 177)

Upon completion of the merger, it is expected that the BMS Board will be composed of 13 members. In addition to the individuals serving on the BMS Board at the effective time of the merger, Bristol-Myers Squibb is required to take all necessary corporate action so that, effective at the completion of the merger, the number of members of the BMS Board will be expanded to include two additional members, jointly designated by Celgene and Bristol-Myers Squibb, who are serving as directors of Celgene immediately prior to the completion of the merger. As of the date of this joint proxy statement/prospectus, no determination has been made as to the identity of the two Celgene designees who will be appointed to the BMS Board. See *The Merger Agreement—Governance Matters Following Completion of the Merger* beginning on page 177 for further information.

Interests of Celgene's Directors and Executive Officers in the Merger (see page 203)

In considering the recommendation of the Celgene Board to adopt the merger agreement, Celgene stockholders should be aware that Celgene's directors and executive officers have interests in the merger that may be different from, or in addition to, the interests of Celgene stockholders generally, including potential severance benefits, treatment of outstanding Celgene equity awards pursuant to the merger agreement and potential vesting of such awards in connection with a qualifying termination of employment on or following the merger (or, in certain circumstances, a termination of employment that otherwise occurs in connection with the merger), and rights to ongoing indemnification and insurance coverage. The Celgene Board was aware of these interests and considered them, among other matters, in evaluating and negotiating the merger agreement, in reaching its decision to approve the merger agreement and the transactions contemplated by the merger agreement (including the merger), and in recommending to Celgene stockholders that the merger agreement be adopted.

These interests are described in further detail under *Interests of Celgene's Directors and Executive Officers in the Merger* and *The Merger Agreement—Indemnification and Insurance* beginning on pages 203 and 196, respectively, of this joint proxy statement/prospectus.

Listing of Bristol-Myers Squibb Common Stock and CVRs; Delisting and Deregistration of Shares of Celgene Common Stock (see page 177)

The merger agreement obligates Bristol-Myers Squibb to use its reasonable best efforts to cause the Bristol-Myers Squibb common stock and the CVRs to be issued in the merger to be listed on the NYSE, subject to official notice of issuance, prior to the completion of the merger. See *The Merger Agreement—Listing of Bristol-Myers Squibb Common Stock and the CVRs* beginning on page 177 for further information. Approval for listing on the NYSE of the Bristol-Myers Squibb common stock and the CVRs, subject to official notice of issuance, is a condition to the obligations of Celgene and Bristol-Myers Squibb to complete the merger as

TABLE OF CONTENTS

described under The Merger Agreement—Conditions to Completion of the Merger beginning on page 177 of this joint proxy statement/prospectus. If the merger is completed, shares of Celgene common stock will no longer be listed on Nasdaq and will be deregistered under the Exchange Act.

Appraisal or Dissenters' Rights Available to Celgene Stockholders (see page 160)

If the merger is completed, Celgene stockholders who do not vote in favor of the adoption of the merger agreement and who otherwise comply with the applicable provisions of Section 262 of the DGCL will be entitled to exercise appraisal rights thereunder and obtain payment in cash for the fair value of their shares of Celgene, subject to certain limitations under the DGCL. Any shares of Celgene common stock held by a Celgene stockholder on the date of making an appraisal demand, who continues to own such shares through the effective date of the merger, who has not voted in favor of the adoption of the merger agreement and who has demanded appraisal for such shares in accordance with the DGCL will have the right to obtain payment in cash for the fair value of their shares of Celgene in lieu of the merger consideration, unless such Celgene stockholder fails to perfect, effectively withdraws, waives or otherwise loses such stockholder's appraisal rights under the DGCL. If, after the completion of the merger, such holder of Celgene common stock fails to perfect, effectively withdraws, waives or otherwise loses his, her or its appraisal rights, each such share will be treated as if it had been converted as of the completion of the merger into a right to receive the merger consideration.

Due to the complexity of the procedures for exercising your appraisal rights, Celgene stockholders who are considering exercising such rights are encouraged to seek the advice of legal counsel. Failure to strictly comply with these provisions will result in the loss of appraisal rights. See the section titled Appraisal or Dissenters' Rights for Celgene Stockholders contained in this joint proxy statement/prospectus for additional information and the text of Section 262 of the DGCL, which you are encouraged to read carefully and in their entirety.

Completion of the Merger Is Subject to Certain Conditions (see page 177)

As more fully described in this joint proxy statement/prospectus and in the merger agreement, the obligation of each of Bristol-Myers Squibb and Merger Sub, on the one hand, and Celgene, on the other hand, to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, waiver) of a number of conditions.

Mutual Conditions to Completion. The obligation of each of Celgene, Bristol-Myers Squibb and Merger Sub to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, waiver) of the following conditions:

- adoption of the merger agreement by the affirmative vote of the holders of at least a majority of the outstanding shares of Celgene common stock;
- affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present approving the stock issuance;
- the absence of any injunction or order issued by any court or other governmental authority of competent jurisdiction that enjoins, prevents or prohibits completion of the merger
- effectiveness of the registration statement for the Bristol-Myers Squibb common stock and CVRs to be issued in the merger (of which this joint proxy statement/prospectus forms a part) and the absence of any stop order suspending that effectiveness or any proceedings for that purpose pending before the SEC
- approval for listing on the NYSE of both the Bristol-Myers Squibb common stock and the CVRs to be issued in the merger, subject to official notice of issuance; and
- any applicable waiting period under the HSR Act shall have expired or been terminated and the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions shall have been obtained.

Additional Conditions to Completion for the Benefit of Bristol-Myers Squibb and Merger Sub. In addition, the obligation of Bristol-Myers Squibb and Merger Sub to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, waiver) of the following conditions:

- performance in all material respects by Celgene of the covenants and agreements required to be performed by it at or prior to completion of the merger;

29

TABLE OF CONTENTS

the accuracy of the representations and warranties of Celgene in the merger agreement as of the date of the merger agreement and as of the completion of the merger (or, in the case of the representations and

- warranties given as of another specified date, as of that date), subject to the applicable materiality standards set forth in the merger agreement and more fully described in *The Merger Agreement—Conditions to Completion of the Merger* beginning on page 177 of this joint proxy statement/prospectus and
- receipt of a certificate from an executive officer of Celgene confirming the satisfaction of the conditions described in the preceding two bullets.

Additional Conditions to Completion for the Benefit of Celgene. In addition, the obligation of Celgene to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, waiver) of the following conditions:

- performance in all material respects by each of Bristol-Myers Squibb and Merger Sub of the covenants and agreements required to be performed by it at or prior to completion of the merger;
- the accuracy of the representations and warranties of Bristol-Myers Squibb and Merger Sub in the merger agreement as of the date of the merger agreement and as of the completion of the merger (or, in the case of
- the representations and warranties given as of another specified date, as of that date), subject to the applicable materiality standards set forth in the merger agreement and more fully described in *The Merger Agreement—Conditions to Completion of the Merger* beginning on page 177 of this joint proxy statement/prospectus; and
- receipt of a certificate from an executive officer of Bristol-Myers Squibb confirming the satisfaction of the conditions described in the preceding two bullets.

Neither Bristol-Myers Squibb nor Celgene can be certain when, or if, the conditions to the merger will be satisfied or waived, or that the merger will be completed.

The Merger May Not Be Completed Without the Required Regulatory Approvals (see page 30)

Completion of the merger is conditioned upon the expiration or early termination of the waiting period relating to the merger under the HSR Act and the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions.

Under the HSR Act, certain transactions, including the merger, may not be completed unless certain waiting period requirements have expired or been terminated. The HSR Act provides that each party must file a pre-merger notification with the Federal Trade Commission, which is referred to in this joint proxy statement/prospectus as the FTC, and the Antitrust Division of the U.S. Department of Justice, which is referred to in this joint proxy statement/prospectus as the DOJ. A transaction notifiable under the HSR Act may not be completed until the expiration of a 30-calendar-day waiting period following the parties' filings of their respective HSR Act notification forms or the early termination of that waiting period. The parties may also choose to voluntarily re-start the initial 30-calendar-day waiting period by following certain prescribed procedures. After the expiration of the initial waiting period (or the re-started initial waiting period), the DOJ or the FTC may issue a Request for Additional Information and Documentary Material, which is referred to in this joint proxy statement/prospectus as a Second Request. If a Second Request is issued, the parties may not complete the merger until they substantially comply with the Second Request and observe a second 30-calendar-day waiting period, unless the waiting period is terminated earlier.

Each of Bristol-Myers Squibb and Celgene filed its respective HSR Act notification and report with respect to the merger on January 16, 2019. In order to facilitate continued dialogue with the FTC, Bristol-Myers Squibb voluntarily withdrew its HSR Act notification and report with respect to the merger and expects to refile its HSR Act notification and report with respect to the merger on February 20, 2019, which will re-start the 30-calendar-day waiting period for the FTC's initial review of the merger.

In addition, the European Commission and certain other non-U.S. governmental authorities must approve, or be notified of, the merger, and Bristol-Myers Squibb and/or Celgene and/or their respective subsidiaries will file all such

statements, notices or applications, as are required by the laws of applicable non-U.S. governmental authorities.

TABLE OF CONTENTS

Neither Bristol-Myers Squibb nor Celgene is aware of any material governmental approvals or actions that are required for completion of the merger other than those described above. It is presently contemplated that if any such additional material governmental approvals or actions are required, those approvals or actions will be sought.

Bristol-Myers Squibb and Celgene have agreed to use their respective reasonable best efforts to take, or cause to be taken, all actions and to do, or cause to be done, all things necessary, proper or advisable to consummate the merger, including (i) preparing and filing as promptly as practicable all necessary regulatory filings, (ii) supplying information that may be requested by regulatory authorities pursuant to applicable laws, and (iii) cooperating with the other parties, to the extent reasonable, in their efforts to comply with their obligations under the merger agreement. Bristol-Myers Squibb and Celgene are also required to use their reasonable best efforts to contest any governmental action challenging the legality of the merger or any order prohibiting the parties from completing the merger.

Bristol-Myers Squibb's obligation to use reasonable best efforts (as described in the preceding paragraph) also includes taking and agreeing to take all actions and doing or agreeing to do all things necessary, proper or advisable under the relevant law (including divestitures, hold separate arrangements, the termination, assignment, novation or modification of contracts or other business relationships, the acceptance of restrictions on business operations and the entry into other commitments and limitations). However, Bristol-Myers Squibb is not required to take any action or agree to any term or condition if doing so would have or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on the financial condition, business or results of operations of Bristol-Myers Squibb, Celgene and their respective subsidiaries, taken as a whole, after giving effect to the completion of the merger. In addition, in connection with obtaining the regulatory approvals required to complete the merger, (i) neither Bristol-Myers Squibb nor Celgene is required to take any action or agree to any term or condition that is not conditioned upon completion of the merger and (ii) Celgene is not permitted to take any action or agree to any term or condition without Bristol-Myers Squibb's consent, but if requested by Bristol-Myers Squibb, Celgene is required to take any such action to obtain regulatory approvals required to complete the merger subject to the immediately preceding clause (i). See *The Merger Agreement—Conditions to Completion of the Merger* beginning on page 177.

Description of Debt Financing (see page 169)

Bristol-Myers Squibb's obligation to complete the transaction is not contingent on the receipt by Bristol-Myers Squibb of any financing. Bristol-Myers Squibb estimates that it will need approximately \$36 billion in order to pay Celgene stockholders the cash amounts due to them as merger consideration under the merger agreement and to pay related fees and transaction costs in connection with the transaction. Bristol-Myers Squibb anticipates that the funds needed to pay the foregoing amount will be derived from (i) cash on hand, (ii) borrowings under its existing and new credit facilities described below, (iii) the proceeds from the sale of debt securities or (iv) any combination of the foregoing. In addition, either prior to or after the closing of the transaction, Bristol-Myers Squibb may conduct one or more exchange offers, offers to purchase and/or consent solicitations with respect to Celgene's outstanding debt securities. The terms and timing of any such debt offerings, exchange offers, offers to purchase and/or consent solicitations has not been determined as of the date of this joint proxy statement/prospectus. This joint proxy statement/prospectus does not constitute an offer to sell or the solicitation of an offer to buy any debt securities of Bristol-Myers Squibb or Celgene. It does not constitute a prospectus or prospectus equivalent document for any such securities. No offering of any debt securities of Bristol-Myers Squibb shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act or an exemption therefrom.

In connection with entry into the merger agreement, on January 2, 2019, Bristol-Myers Squibb entered into a bridge facility commitment letter, which is referred to in this joint proxy statement/prospectus as the bridge facility commitment letter, and the credit facility (if any) established in accordance with the terms thereof is referred to in this joint proxy statement/prospectus as the bridge facility, with Morgan Stanley Senior Funding, Inc. and MUFG Bank, Ltd., which are referred to in this joint proxy statement/prospectus as MSSF and MUFG, respectively, to finance up to

\$33.5 billion of the (i) cash consideration in connection with the merger, (ii) repayment of certain existing indebtedness of Celgene (if applicable) and (iii) fees and expenses in connection with the foregoing, to the extent that Bristol-Myers Squibb has not received \$33.5 billion of net cash proceeds from a combination of (A) cash on the balance sheet, (B) the issuance by Bristol-Myers Squibb of unsecured debt securities, equity securities and/or equity-linked securities in public or private offerings the

TABLE OF CONTENTS

proceeds of which are to be used to finance the merger, and (C) the incurrence by Bristol-Myers Squibb of unsecured term loan facilities, in each case, at or prior to completion of the merger. MSSF and MUFG each provided a commitment to fund loans under the bridge facility and are collectively referred to in this joint proxy statement/prospectus as the initial bridge commitment parties. On January 18, 2019, Bristol-Myers Squibb and the initial bridge commitment parties entered into a joinder agreement to the bridge facility commitment letter, which is referred to in this joint proxy statement/prospectus as the bridge joinder agreement, with certain additional commitment parties, which are collectively referred to in this joint proxy statement/prospectus as the additional bridge commitment parties. The bridge joinder agreement amends the bridge facility commitment letter and reallocates the commitments of the initial bridge commitment parties to fund loans under the bridge facility among the initial bridge commitment parties and the additional bridge commitment parties. The initial bridge commitment parties together with the additional bridge commitment parties are collectively referred to in this joint proxy statement/prospectus as the bridge commitment parties. The bridge commitment parties' obligation to fund the bridge facility is subject to several limited conditions as set forth in the bridge facility commitment letter, including, among others, completion of the merger, the non-occurrence of a material adverse effect (as defined in the bridge facility commitment letter) on Celgene, the accuracy in all material respects of certain representations and warranties related to Bristol-Myers Squibb (including the absence of certain events of default by Bristol-Myers Squibb), the delivery of certain financial statements of Bristol-Myers Squibb and Celgene and other customary conditions to completion.

In connection with the merger, on January 18, 2019, Bristol-Myers Squibb entered into a term loan agreement, which is referred to in this joint proxy statement/prospectus as the term loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the term lenders, consisting of a \$1 billion 364-day tranche, a \$4 billion three-year tranche and a \$3 billion five-year tranche, which is referred to in this joint proxy statement/prospectus as the term loan facility and the loans thereunder are referred to as the term loans, to finance \$8 billion of (i) cash consideration in connection with the merger, (ii) the repayment of certain existing indebtedness of Celgene (if applicable) and (iii) fees and expenses in connection with the foregoing. The occurrence of the effective date under the term loan agreement on January 18, 2019 had the effect of reducing the commitments under the bridge facility by a principal amount of \$8 billion to \$25.5 billion. The term lenders' obligation to fund the term loan facility is subject to several limited conditions as set forth in the term loan agreement, including, among others, completion of the merger, the non-occurrence of a material adverse effect (as defined in the term loan agreement) on Celgene, the accuracy in all material respects of certain representations and warranties related to Bristol-Myers Squibb (including the absence of certain events of default by Bristol-Myers Squibb), the delivery of certain financial statements of Bristol-Myers Squibb and Celgene and other customary conditions to completion.

On January 25, 2019, Bristol-Myers Squibb entered into a 364-day revolving loan agreement, which is referred to in this joint proxy statement/prospectus as the 364-day revolving loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the 364-day revolving lenders, consisting of a \$2 billion 364-day tranche. The 364-day revolving loan agreement replaces in full Bristol-Myers Squibb's existing 364-day revolving facility and shall be used for general corporate purposes, which is referred to in this joint proxy statement/prospectus as the 364-day revolving loan facility and the loans thereunder are referred to as the 364-day revolving loans. The 364-day revolving loan facility is available to be drawn in full, subject to customary conditions to borrowing.

On January 25, 2019, Bristol-Myers Squibb also entered into a three-year revolving loan agreement, which is referred to in this joint proxy statement/prospectus as the three-year revolving loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the three-year revolving lenders, consisting of a \$1 billion three-year tranche that shall be used for general corporate purposes, which is referred to in this joint proxy statement/prospectus as the three-year revolving loan facility and the loans thereunder are referred to as the three-year revolving loans. The three-year revolving loan facility is available to

be drawn in full, subject to customary conditions to borrowing.

Bristol-Myers Squibb and Celgene Expect the Merger to be Completed in the Third Quarter of 2019 (see page 32)

The merger is required to be completed three business days after the conditions to its completion have been satisfied or, to the extent permitted by applicable law, waived, unless otherwise mutually agreed by the parties.

32

TABLE OF CONTENTS

As of the date of this joint proxy statement/prospectus, Bristol-Myers Squibb and Celgene expect the merger to be completed in the third quarter of 2019. However, there can be no assurance as to when, or if, the merger will be completed.

No Solicitation by Celgene or Bristol-Myers Squibb (see page 186)

As more fully described in this joint proxy statement/prospectus and in the merger agreement, and subject to the terms and conditions set forth in the merger agreement, each of Celgene and Bristol-Myers Squibb has agreed not to, and to cause its subsidiaries and its subsidiaries' directors and officers not to, and to use its reasonable best efforts to cause its and its subsidiaries' other employees and agents, investment bankers, attorneys, accountants, consultants, advisors and representatives, which are collectively referred to in this joint proxy statement/prospectus as representatives, not to, directly or indirectly, (i) solicit, initiate or take any action to knowingly facilitate or knowingly encourage (including by way of furnishing information) the submission of any acquisition proposal (as defined in The Merger Agreement—No Solicitation, beginning on page 186 of this joint proxy statement/prospectus), (ii) enter into or participate in any discussions or negotiations with, furnish any information relating to that party or any of its subsidiaries or afford access to the business, properties, assets, books or records of that party or any of its subsidiaries to, otherwise cooperate in any way with, or knowingly assist, participate in, knowingly facilitate or knowingly encourage any effort by, any third party that such party knows is seeking to make, or has made, an acquisition proposal, (iii) (A) withdraw or qualify, amend or modify in any manner adverse to the other party (or fail to include in this joint proxy statement/prospectus) the recommendation of that party's board of directors that such party's stockholders vote in favor of the adoption of the merger agreement or such party's stockholders vote in favor of the approval of the stock issuance, as applicable, or (B) recommend, adopt or approve or publicly propose to recommend, adopt or approve any acquisition proposal (any of the actions described in this clause (iii) are referred to in this joint proxy statement/prospectus as an adverse recommendation change) or (iv) take any action to make any moratorium, control share acquisition, fair price, supermajority, affiliate transactions or business combination statute or regulation or other similar antitakeover laws and regulations of the State of Delaware, including Section 203 of the DGCL, inapplicable to any third party or any acquisition proposal.

However, if at any time prior to the adoption of the merger agreement by Celgene stockholders, in the case of Celgene, or at any time prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, in the case of Bristol-Myers Squibb, Celgene or Bristol-Myers Squibb, as applicable, receives a *bona fide* written acquisition proposal made after the date of the merger agreement which has not resulted from a violation of the solicitation restrictions described in The Merger Agreement—No Solicitation, beginning on page 186 of this joint proxy statement/prospectus, the board of directors of that party is permitted to, directly or indirectly through its representatives, and subject to certain exceptions and qualifications described in the merger agreement:

- contact the third party that has made such acquisition proposal in order to ascertain facts or clarify terms for the sole purpose of the Celgene Board or the BMS Board, as applicable, informing itself about such acquisition proposal and such third party; and
- (i) engage in negotiations or discussions with any third party that, subject to Celgene's or Bristol-Myers Squibb's compliance, as applicable, with the solicitation restrictions described in The Merger Agreement—No Solicitation, beginning on page 186 of this joint proxy statement/prospectus, has made after the date of the merger agreement a superior proposal, which is defined in The Merger Agreement—No Solicitation beginning on page 186 of this joint proxy statement/prospectus, or an unsolicited *bona fide* written acquisition proposal that the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its financial advisor and outside legal counsel, is or could reasonably be expected to lead to a superior proposal, (ii) furnish to such third party and its representatives and financing sources nonpublic information relating to Celgene or Bristol-Myers Squibb, as applicable, or any of its subsidiaries pursuant to a confidentiality agreement with confidentiality and use provisions no less favorable and other provisions no less favorable in

the aggregate, in each case, to Celgene or Bristol-Myers Squibb, as applicable, than those contained in the confidentiality agreement in place between Celgene and Bristol-Myers Squibb as of the date of the merger agreement, so long as all such nonpublic information (to the extent not previously provided or made available to the other party) is provided or made available to the other party substantially concurrently with the time it is provided or made available to such third party and (iii) following receipt of a superior proposal after the date of the merger agreement, make an adverse recommendation

TABLE OF CONTENTS

change and/or terminate the merger agreement to enter into a definitive agreement providing for such superior proposal, but in the case of this clause (iii) only if the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its financial advisor and outside legal counsel, that the failure to take such action would be reasonably likely to be inconsistent with its fiduciary duties under applicable law.

For more information on the solicitation restrictions binding on Celgene and Bristol-Myers Squibb, see *The Merger Agreement—No Solicitation* beginning on page 186 of this joint proxy statement/prospectus.

Termination of the Merger Agreement (see page 198)

As more fully described in this joint proxy statement/prospectus and in the merger agreement, and subject to the terms and conditions set forth in the merger agreement, the merger agreement may be terminated at any time before completion of the merger in any of the following ways:

- by mutual written agreement of Bristol-Myers Squibb and Celgene;
- by either Bristol-Myers Squibb or Celgene, if:
 - the merger has not been completed by the end date of January 2, 2020, which is referred to in this joint proxy statement/prospectus as the end date, subject to Celgene’s and Bristol-Myers Squibb’s respective right to unilaterally extend the end date for two additional 60-day periods upon written notice to the other party, if at the time of each such extension all closing conditions (other than the closing conditions with respect to receipt of HSR Act clearance and approvals under the antitrust laws of certain specified jurisdictions or there being no injunction or order enjoining, preventing or prohibiting the consummation of the merger, if such injunction or order relates to the receipt of HSR clearance or approvals under the antitrust laws of certain specified jurisdictions) have been satisfied or waived. However, the right to terminate the merger agreement after the end date (as may be extended) or to extend the end date will not be available to Celgene or Bristol-Myers Squibb, as applicable, if that party’s breach of any provision of the merger agreement is the proximate cause of the failure of the merger to be completed by the end date (as may be extended);
 - a governmental authority of competent jurisdiction issued an injunction or order that permanently enjoins, prevents or prohibits the completion of the merger and such injunction or order has become final and nonappealable;
 - Celgene stockholders fail to adopt the merger agreement upon a vote taken on a proposal to adopt the merger agreement at the Celgene special meeting;
 - Bristol-Myers Squibb stockholders fail to approve the stock issuance upon a vote taken on a proposal to approve the stock issuance at the Bristol-Myers Squibb special meeting; or
 - there has been a breach of any representation or warranty or failure to perform any covenant or agreement on the part of the other party that would cause the other party to fail to satisfy any condition to completion of the merger related to the accuracy of its representations and warranties or the performance of its covenants and agreements, and such breach or failure to perform either (i) is incapable of being cured by the end date (as may be extended) or (ii) has not been cured upon the earlier of (A) 30 days following notice from the non-breaching party of such breach or failure to perform and (B) the end date (as may be extended). However, the right to terminate the merger agreement in respect of an inaccuracy of any representation or warranty or the failure to perform any covenant or agreement will not be available to a party if such party is then in breach of its representations, warranties, covenants or agreements that would cause the applicable condition to completion of the merger related to accuracy of its representations and warranties or performance of its covenants and agreements not to be satisfied.

TABLE OF CONTENTS

- by Bristol-Myers Squibb, if:
 - prior to the adoption of the merger agreement by Celgene stockholders, the Celgene Board (i) makes an adverse recommendation change or (ii) fails to publicly confirm its recommendation to Celgene stockholders in favor of adopting the merger agreement within ten business days after a written request by Bristol-Myers Squibb to do so following the public disclosure of an acquisition proposal for Celgene (but Bristol-Myers Squibb may not make such a request more than once for each acquisition proposal or material modification to an acquisition proposal); or
 - prior to obtaining the approval of the stock issuance by Bristol-Myers Squibb stockholders, Bristol-Myers Squibb terminates the merger agreement in order to enter into a definitive agreement providing for a superior proposal.
- by Celgene, if:
 - prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, the BMS Board (i) makes an adverse recommendation change or (ii) fails to publicly confirm its recommendation to Bristol-Myers Squibb stockholders in favor of the stock issuance within ten business days after a written request to do so from Celgene following the public disclosure of an acquisition proposal for Bristol-Myers Squibb (but Celgene may not make such a request more than once for each acquisition proposal or material modification to an acquisition proposal); or
 - prior to the adoption of the merger agreement by Celgene stockholders, Celgene terminates the merger agreement in order to enter into a definitive agreement providing for a superior proposal.

Termination Fees and Expenses (see page 200)

As more fully described in this joint proxy statement/prospectus and in the merger agreement, and subject to the terms and conditions set forth in the merger agreement, Celgene has agreed to pay the Celgene termination fee, if the merger agreement is terminated under any of the following circumstances:

- by Bristol-Myers Squibb, prior to the adoption of the merger agreement by Celgene stockholders, as a result of the Celgene Board (i) making an adverse recommendation change or (ii) failing to publicly confirm its recommendation that Celgene’s stockholders adopt the merger agreement within ten business days after a written request to do so from Bristol-Myers Squibb following the public disclosure of an acquisition proposal for Celgene;
- by Bristol-Myers Squibb, prior to the adoption of the merger agreement by Celgene stockholders, as a result of a material breach by Celgene of any of its obligations described under The Merger Agreement—No Solicitation beginning on page 186 of this joint proxy statement/prospectus or any of its obligation to call and hold a meeting of its stockholders for purposes of adopting the merger agreement described under The Merger Agreement—Obligations to Call Stockholders’ Meetings beginning on page 194 of this joint proxy statement/prospectus, and, at or prior to the date of such termination, an acquisition proposal for Celgene has been made and not publicly and irrevocably withdrawn at least four days prior to the Celgene special meeting, and on or prior to the first anniversary of such termination, Celgene enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Celgene. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%;
- by Celgene, prior to the adoption of the merger agreement by Celgene stockholders, in order to enter into a definitive agreement providing for a superior proposal; or
- by Bristol-Myers Squibb or Celgene, as a result of Celgene stockholders failing to adopt the merger agreement upon a vote taken on a proposal to adopt the merger agreement at the Celgene special meeting and, at or prior to the Celgene special meeting, an acquisition proposal for Celgene has been publicly disclosed or announced and not publicly and irrevocably withdrawn at least four days prior to the Celgene special meeting, and on or prior to the first anniversary of such termination, Celgene enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Celgene. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%.

If the merger agreement is terminated by either Bristol-Myers Squibb or Celgene as a result of the Celgene stockholders voting on and failing to adopt the merger agreement at the Celgene special meeting or at any

35

TABLE OF CONTENTS

adjournment or postponement thereof, then Celgene will pay Bristol-Myers Squibb the Bristol-Myers Squibb fee reimbursement. If the Celgene termination fee is payable by Celgene after the time Celgene pays the Bristol-Myers Squibb fee reimbursement, the amount of the Celgene termination fee will be reduced by the Bristol-Myers Squibb fee reimbursement.

As more fully described in this joint proxy statement/prospectus and in the merger agreement, and subject to the terms and conditions set forth in the merger agreement, Bristol-Myers Squibb has agreed to pay the Bristol-Myers Squibb termination fee, if the merger agreement is terminated under any of the following circumstances:

- by Celgene, prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, as a result of the BMS Board, (i) making an adverse recommendation change or (ii) failing to publicly confirm its recommendation that Bristol-Myers Squibb’s stockholders approve the stock issuance within ten business days after a written request to do so from Celgene following the public disclosure of an acquisition proposal for Bristol-Myers Squibb;
- by Celgene, prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, as a result of a material breach by Bristol-Myers Squibb of any of its obligations described under The Merger Agreement—No Solicitation beginning on page 186 of this joint proxy statement/prospectus or any of its obligations to call and hold a meeting of its stockholders for purposes of approving the stock issuance described under The Merger Agreement—Obligations to Call Stockholders’ Meetings beginning on page 194 of this joint proxy statement/prospectus and, at or prior to the date of such termination, an acquisition proposal for Bristol-Myers Squibb has been publicly disclosed or announced, and on or prior to the first anniversary of such termination, Bristol-Myers Squibb enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Bristol-Myers Squibb. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%;
- by Bristol-Myers Squibb, prior to obtaining the approval of the stock issuance by Bristol-Myers Squibb stockholders, in order to enter into a definitive agreement providing for a superior proposal; or
- by Celgene or Bristol-Myers Squibb, as a result of Bristol-Myers Squibb stockholders failing to approve the stock issuance upon a vote taken on a proposal to approve the stock issuance at the Bristol-Myers Squibb special meeting and, at or prior to the Bristol-Myers Squibb special meeting, an acquisition proposal for Bristol-Myers Squibb has been publicly disclosed or announced and not publicly and irrevocably withdrawn at least four days prior to the Bristol-Myers Squibb special meeting, and on or prior to the first anniversary of such termination, Bristol-Myers Squibb enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Bristol-Myers Squibb. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%.

If the merger agreement is terminated by either Bristol-Myers Squibb or Celgene as a result of the Bristol-Myers Squibb stockholders voting on and failing to approve the stock issuance at the Bristol-Myers Squibb special meeting or at any adjournment or postponement thereof, then Bristol-Myers Squibb will pay Celgene the Celgene fee reimbursement. If the Bristol-Myers Squibb termination fee is payable by Bristol-Myers Squibb after the time Bristol-Myers Squibb pays the Celgene fee reimbursement, the amount of the Bristol-Myers Squibb termination fee will be reduced by the Celgene fee reimbursement.

Except in the case of fraud or willful breach of any covenant or agreement in the merger agreement, if either party receives the applicable termination fee in accordance with the provisions of the merger agreement, the receipt of such termination fee will be the receiving party’s sole and exclusive remedy against the paying party.

See The Merger Agreement—Termination Fees and Expenses beginning on page 200 of this joint proxy statement/prospectus for a more complete description of the circumstances under which Celgene or Bristol-Myers Squibb will be required to pay a termination fee or expense reimbursement.

Specific Performance; Remedies (see page 202)

Under the merger agreement, each of Bristol-Myers Squibb and Celgene is entitled to an injunction or injunctions to prevent breaches or threatened breaches of the merger agreement and to specifically enforce the terms and provisions of the merger agreement.

36

TABLE OF CONTENTS

Material U.S. Federal Income Tax Consequences (see page 165)

The exchange of shares of Celgene common stock for the merger consideration pursuant to the merger will be a taxable transaction for U.S. federal income tax purposes. Accordingly, a Celgene stockholder that is a U.S. holder (as defined in Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences) will recognize taxable capital gain or loss in an amount equal to the difference, if any, between (i) the sum of (A) the amount of cash, including cash in lieu of fractional shares, received by such U.S. holder in the merger, (B) the fair market value of the shares of Bristol-Myers Squibb common stock received by such U.S. holder in the merger, and (C) the fair market value of the CVRs received by such U.S. holder in the merger, each determined on the date of the completion of the merger and (ii) such U.S. holder's adjusted tax basis in the shares of Celgene common stock exchanged therefor. With respect to a Celgene stockholder that is a non-U.S. holder (as defined in Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences), the exchange of shares of Celgene common stock for the merger consideration pursuant to the merger generally will not result in tax to such non-U.S. holder under U.S. federal income tax laws unless such non-U.S. holder has certain connections with the United States.

Each Celgene stockholder is urged to read the discussion in the section entitled Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences beginning on page 165 of this joint proxy statement/prospectus and to consult its tax advisor to determine the particular U.S. federal, state or local or non-U.S. income or other tax consequences to it of the merger.

Accounting Treatment (see page 169)

The merger will be accounted for as an acquisition of a business. Bristol-Myers Squibb will record assets acquired and liabilities assumed from Celgene primarily at their respective fair values at the date of completion of the merger. Any excess of the purchase price (as described under Note 5. Estimate of consideration expected to be transferred in the Celgene merger and preliminary purchase price allocation under Certain Unaudited Pro Forma Condensed Combined Financial Statements beginning on page 59 of this joint proxy statement/prospectus) over the net fair value of such assets and liabilities will be recorded as goodwill.

Rights of Celgene Stockholders Will Change as a Result of the Merger (see page 226)

Celgene stockholders will have different rights once they become Bristol-Myers Squibb stockholders due to differences between the organizational documents of Bristol-Myers Squibb and Celgene. These differences are described in more detail under Comparison of Stockholder Rights beginning on page 226 of this joint proxy statement/prospectus.

Litigation Relating to the Merger (see page 171)

As of February 18, 2019, seven complaints have been filed by Celgene stockholders seeking to enjoin the merger. *Sam B. Gerold v. Celgene Corporation, et al.*, No. 1:19-cv-00233, *Karen Sbriglio v. Celgene Corporation, et al.*, No. 1:19-cv-00277 and *Bette Grayson v. Celgene Corporation, et al.*, No. 1:19-cv-00332 were filed in the United States District Court for the District of Delaware. *Robert Lowinger v. Celgene Corporation, et al.*, No. 2:19-cv-04752, *Michael A. Bernstein v. Celgene Corporation, et al.*, No. 2:19-cv-04804 and *Elaine Wang v. Celgene Corporation, et al.*, 2:19-cv-04865 were filed in the United States District Court for the District of New Jersey. *Kristen Rogers v. Celgene Corporation, et al.*, No. 1:19-cv-01275 was filed in the United States District Court for the Southern District of New York.

The seven federal complaints name as defendants Celgene and the members of its board of directors and seek to state claims under the federal securities laws in connection with the joint proxy statement/prospectus as filed on February 1, 2019, alleging that it contains materially incomplete and misleading information. The plaintiffs in *Sam B. Gerold*, *Karen Sbriglio*, and *Bette Grayson* have named Bristol-Myers Squibb and Burgundy Merger Sub as defendants as well. Two of the lawsuits against Bristol-Myers Squibb and Burgundy Merger Sub, *Sam B. Gerold* and *Bette Grayson*, are styled as putative class actions.

An eighth complaint, *Elizabeth Landers, et al. v. Giovanni Caforio, et al.*, No. 2019-0125, was filed in the Court of Chancery of the State of Delaware. *Elizabeth Landers* is styled as a putative class action on behalf of Bristol-Myers Squibb stockholders and names members of the Bristol-Myers Squibb board of directors as defendants, alleging that they breached their fiduciary duties by failing to disclose material information about the merger.

TABLE OF CONTENTS

Bristol-Myers Squibb, Burgundy Merger Sub and Celgene intend to defend themselves vigorously in these lawsuits.

Risk Factors (see page 39)

You should also carefully consider the risks that are described in the section entitled **Risk Factors** beginning on page 39 of this joint proxy statement/prospectus.

TABLE OF CONTENTS

RISK FACTORS

In addition to the other information contained or incorporated by reference into this joint proxy statement/prospectus, including the matters addressed in Cautionary Statement Regarding Forward-Looking Statements beginning on page 80 of this joint proxy statement/prospectus, you should carefully consider the following risk factors in determining whether to vote for the adoption of the merger agreement or approval of the stock issuance. You also should read and consider the risk factors associated with each of the businesses of Bristol-Myers Squibb and Celgene because these risk factors may affect the operations and financial results of the combined company. These risk factors may be found under Part I, Item 1A, Risk Factors in each company's Annual Report on Form 10-K for the year ended December 31, 2017, as updated by their respective Quarterly Reports on Form 10-Q, and future filings with the SEC, each of which is on file or will be filed with the SEC and all of which are incorporated by reference into this joint proxy statement/prospectus.

Risks Related to the Merger

Because the exchange ratio is fixed and the market price of shares of Bristol-Myers Squibb common stock has fluctuated and will continue to fluctuate, and because of the uncertainty of the fair market value of, and the ultimate realization on, the CVRs, Celgene stockholders cannot be sure of the value of the merger consideration they will receive in the merger.

Upon completion of the merger, each share of Celgene common stock outstanding immediately prior to the completion of the merger (other than excluded stock and dissenting stock) will be converted into the right to receive \$50.00 in cash without interest thereon, one share of Bristol-Myers Squibb common stock and one CVR. Because the exchange ratio of one share of Bristol-Myers Squibb common stock is fixed, the value of the share consideration will depend on the market price of shares of Bristol-Myers Squibb common stock at the time the merger is completed. The market price of shares of Bristol-Myers Squibb common stock has fluctuated since the date of the announcement of the merger agreement and will continue to fluctuate from the date of this joint proxy statement/prospectus to the date of the Celgene special meeting and the date the merger is completed, which could occur a considerable amount of time after the date of the Celgene special meeting, and thereafter. There is also uncertainty regarding the fair market value of the CVRs and whether any payment will ultimately be realized on the CVRs. Accordingly, at the time of the Celgene special meeting, Celgene stockholders will not know or be able to determine the market value of the merger consideration they would be entitled to receive upon completion of the merger. Stock price changes may result from a variety of factors, including, among others, general market and economic conditions, changes in Bristol-Myers Squibb's and Celgene's respective businesses, operations and prospects, risks inherent in their respective businesses, changes in market assessments of the likelihood that the merger will be completed and/or the value that may be generated by the merger, and changes with respect to expectations regarding the timing of the merger and regulatory considerations. Many of these factors are beyond Bristol-Myers Squibb's and Celgene's control. Bristol-Myers Squibb stockholders and Celgene stockholders are urged to obtain current market quotations for shares of Bristol-Myers Squibb common stock in deciding whether to vote for the stock issuance or the adoption of the merger agreement, as applicable.

The market price of shares of Bristol-Myers Squibb common stock after the merger will continue to fluctuate and may be affected by factors different from those that are currently affecting or historically have affected the market price of shares of Celgene common stock or Bristol-Myers Squibb common stock.

Upon completion of the merger, holders of shares of Celgene common stock will become holders of shares of Bristol-Myers Squibb common stock. The market price of Bristol-Myers Squibb common stock may fluctuate significantly following completion of the merger, and holders of shares of Celgene common stock could lose the value of their investment in Bristol-Myers Squibb common stock if, among other things, the combined company is unable to

achieve the expected growth in earnings, or if the operational cost savings estimates in connection with the integration of the Celgene and Bristol-Myers Squibb business are not realized, or if the transaction costs relating to the merger are greater than expected, or if the financing related to the merger is on unfavorable terms. The market price also may decline if the combined company does not achieve the perceived benefits of the merger as rapidly or to the extent anticipated by financial or industry analysts or if the effect of the merger on the combined company's financial position, results of operations or cash flows is not consistent with the expectations of financial or industry analysts. The issuance of shares of Bristol-Myers Squibb common stock in the merger could on its own have the effect of depressing the market price for Bristol-Myers Squibb common stock. In addition, many Celgene stockholders may decide not to hold the shares of Bristol-Myers Squibb

TABLE OF CONTENTS

common stock they receive as a result of the merger. Other Celgene stockholders, such as funds with limitations on their permitted holdings of stock in individual issuers, may be required to sell the shares of Bristol-Myers Squibb common stock they receive as a result of the merger. Any such sales of Bristol-Myers Squibb common stock could have the effect of depressing the market price for Bristol-Myers Squibb common stock.

In addition, in the future Bristol-Myers Squibb may issue additional securities to raise capital. Bristol-Myers Squibb may also acquire interests in other companies by issuing Bristol-Myers Squibb common stock to finance the acquisition, in whole or in part. Bristol-Myers Squibb may also issue securities convertible into Bristol-Myers Squibb common stock.

Moreover, general fluctuations in stock markets could have a material adverse effect on the market for, or liquidity of, the Bristol-Myers Squibb common stock, regardless of Bristol-Myers Squibb's actual operating performance.

The businesses of Bristol-Myers Squibb differ from those of Celgene in important respects and, accordingly, the results of operations of the combined company after the merger, as well as the market price of shares of Bristol-Myers Squibb common stock, may be affected by factors different from those that are currently affecting, historically have affected or would in the future affect the results of operations of Celgene and Bristol-Myers Squibb as stand-alone public companies, as well as the market price of shares of Celgene common stock and Bristol-Myers Squibb common stock prior to completion of the merger. For further information on the respective businesses of Bristol-Myers Squibb and Celgene and certain factors to consider in connection with those businesses, see the documents incorporated by reference into this joint proxy statement/prospectus and referred to under "Where You Can Find More Information" beginning on page 251 of this joint proxy statement/prospectus.

Bristol-Myers Squibb and Celgene may have difficulty attracting, motivating and retaining executives and other key employees in light of the merger.

Bristol-Myers Squibb's success after the transaction will depend in part on the ability of Bristol-Myers Squibb to retain key executives and other employees of Celgene. Uncertainty about the effect of the merger on Bristol-Myers Squibb and Celgene employees may have an adverse effect on each of Bristol-Myers Squibb and Celgene separately and consequently the combined business. This uncertainty may impair Bristol-Myers Squibb's and/or Celgene's ability to attract, retain and motivate key personnel. Employee retention may be particularly challenging during the pendency of the merger, as employees of Bristol-Myers Squibb and Celgene may experience uncertainty about their future roles in the combined business.

Additionally, Celgene's officers and employees may hold shares of Celgene common stock, and, if the merger is completed, these officers and employees may be entitled to the merger consideration in respect of such shares of Celgene common stock. Officers and employees may hold Celgene Stock Options, Celgene RSUs and Celgene PSUs that are subject to accelerated vesting upon a termination without cause and, in some cases, a resignation for "good reason" on or following completion of the merger. Pursuant to severance plans maintained by Celgene, certain key employees of Celgene are also entitled to receive severance payments upon a termination without cause and/or a resignation for "good reason" on or following completion of the merger. Under these plans, certain key employees of Celgene potentially could resign from his or her employment following specified circumstances set forth in the applicable plan, including an adverse change in his or her title, authority or responsibilities, compensation and benefits or primary office location that would result in the payments under the arrangements. These payments, individually or in the aggregate, could make retention of Celgene officers and employees more difficult.

Furthermore, if key employees of Bristol-Myers Squibb or Celgene depart or are at risk of departing, including because of issues relating to the uncertainty and difficulty of integration, financial security or a desire not to become employees of the combined business, Bristol-Myers Squibb may have to incur significant costs in retaining such

individuals or in identifying, hiring and retaining replacements for departing employees and may lose significant expertise and talent, and the combined company's ability to realize the anticipated benefits of the merger may be materially and adversely affected. No assurance can be given that the combined company will be able to attract or retain key employees to the same extent that Celgene has been able to attract or retain employees in the past.

TABLE OF CONTENTS

In order to complete the merger, Bristol-Myers Squibb and Celgene must obtain certain governmental approvals, and if such approvals are not granted or are granted with conditions that become applicable to the parties, completion of the merger may be jeopardized or prevented or the anticipated benefits of the merger could be reduced.

Completion of the merger is conditioned upon the expiration or early termination of the waiting period relating to the merger under the HSR Act and the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions. Although Bristol-Myers Squibb and Celgene have agreed in the merger agreement to use their reasonable best efforts, subject to certain limitations, to make certain governmental filings and obtain the required governmental approvals, as the case may be, there can be no assurance that the relevant waiting periods will expire or terminate or the required approvals will be obtained and no assurance that the merger will be completed.

In addition, the governmental authorities from which these approvals are required have broad discretion in administering the governing laws and regulations, and may take into account various facts and circumstances in their consideration of the merger, including other potential transactions in the biopharmaceutical industry or other industries. These governmental authorities may be affected by government shutdowns, which could result in delays regarding any potential approvals or other actions. These governmental authorities may initiate proceedings seeking to prevent, or otherwise seek to prevent, the merger. As a condition to the approval of the merger or related transactions, these governmental authorities also may impose requirements, limitations or costs, require divestitures or place restrictions on the conduct of Bristol-Myers Squibb's business or Celgene's business after completion of the merger. Under the terms of the merger agreement, Bristol-Myers Squibb is obligated to use its reasonable best efforts to complete the merger, but is not required to take any actions or agree to any terms or conditions in connection with obtaining any regulatory approvals for completing the merger that would have, or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on the financial condition, business or results of operations of Bristol-Myers Squibb, Celgene and their respective subsidiaries, taken as a whole, after giving effect to the completion of the merger. Celgene has also agreed, if requested in writing by Bristol-Myers Squibb, to take any such actions to obtain any governmental approval that is a condition for completing the merger, see *The Merger Agreement—Reasonable Best Efforts Covenant* beginning on page 189 of this joint proxy statement/prospectus for additional information related to these provisions.

However, notwithstanding the provisions of the merger agreement, either Bristol-Myers Squibb or Celgene could become subject to terms or conditions in connection with the expiration or termination of such waiting periods or the receipt of other required approvals the imposition of which could adversely affect Bristol-Myers Squibb's ability to integrate Celgene's operations with Bristol-Myers Squibb's operations, reduce the anticipated benefits of the merger or otherwise materially and adversely affect the combined company's business and results of operations after completion of the merger. See *The Merger Agreement—Conditions to Completion of the Merger* and *The Merger Agreement—Reasonable Best Efforts Covenant* beginning on pages 177 and 189, respectively, of this joint proxy statement/prospectus.

In addition to receipt of certain governmental approvals, completion of the merger is subject to a number of other conditions, and if these conditions are not satisfied or waived, the merger will not be completed.

The obligations of Bristol-Myers Squibb and Celgene to complete the merger are subject to satisfaction or waiver of a number of conditions in addition to receipt of certain specified governmental approvals, including, among other conditions: (i) adoption of the merger agreement by Celgene stockholders at the Celgene special meeting; (ii) approval of the stock issuance by Bristol-Myers Squibb stockholders at the Bristol-Myers Squibb special meeting; (iii) approval for the listing on the NYSE of the shares of Bristol-Myers Squibb common stock and CVRs to be issued in the merger; (iv) absence of any injunction or order that prohibits completion of the transaction; (v) accuracy of the representations and warranties made in the merger agreement by the other party, subject to the applicable materiality

standards set forth in the merger agreement; (vi) performance in all material respects by the other party of the covenants and agreements required to be performed by such party at or prior to completion of the merger; and (vii) the effectiveness of the registration statement on Form S-4 relating to the merger and no stop order suspending the effectiveness of the registration statement and no proceedings for such purpose are pending before the SEC. For a more complete summary of the conditions that must be satisfied or

TABLE OF CONTENTS

waived prior to completion of the merger, see *The Merger Agreement—Conditions to Completion of the Merger* beginning on page 177 of this joint proxy statement/prospectus. There can be no assurance that the conditions to completion of the merger will be satisfied or waived or that the merger will be completed within the expected time frame, or at all.

In addition, the Bristol-Myers Squibb special meeting and the Celgene special meeting may take place before certain governmental approvals have been obtained and, therefore, before the terms on which such governmental approvals may be obtained, or the conditions to obtaining such governmental approvals that may be imposed, are known. As a result, if Bristol-Myers Squibb stockholders approve the stock issuance at the Bristol-Myers Squibb special meeting, or Celgene stockholders adopt the merger agreement at the Celgene special meeting, Bristol-Myers Squibb and Celgene may make decisions after the respective meetings to waive a condition as to the receipt of certain specified governmental approvals or to take certain actions required to obtain such governmental approvals without seeking further stockholder approval, and such actions could have an adverse effect on the combined company.

Failure to complete the merger could negatively impact the stock price and the future business and financial results of Bristol-Myers Squibb and Celgene.

If the merger is not completed for any reason, including as a result of Celgene stockholders failing to adopt the merger agreement or Bristol-Myers Squibb stockholders failing to approve the stock issuance, the ongoing businesses of Bristol-Myers Squibb and Celgene may be materially and adversely affected and, without realizing any of the benefits of having completed the merger, Bristol-Myers Squibb and Celgene would be subject to a number of risks, including the following:

- Bristol-Myers Squibb and Celgene may experience negative reactions from the financial markets, including negative impacts on trading prices of Bristol-Myers Squibb common stock, shares of Celgene common stock and both companies' other securities, and from their respective customers, vendors, regulators and employees; Celgene may be required to pay Bristol-Myers Squibb a termination fee of \$2.2 billion if the merger agreement is terminated under certain circumstances, and Bristol-Myers Squibb may be required to pay Celgene a termination fee of \$2.2 billion if the merger agreement is terminated under certain other circumstances (see *The Merger Agreement—Termination Fees and Expenses* beginning on page 200 of this joint proxy statement/prospectus);
- Bristol-Myers Squibb and Celgene will be required to pay certain transaction expenses and other costs incurred in connection with the merger, whether or not the merger is completed, including, in certain circumstances, certain fees and expenses of the other party in connection with the Celgene fee reimbursement or the Bristol-Myers Squibb fee reimbursement, as applicable (see *The Merger Agreement—Termination Fees and Expenses* beginning on page 200 of this joint proxy statement/prospectus);
- the merger agreement places certain restrictions on the conduct of each of Celgene's and Bristol-Myers Squibb's respective businesses prior to completion of the merger, and such restrictions, the waiver of which is subject to the consent of the other party, may prevent Celgene or Bristol-Myers Squibb, as applicable, from making certain acquisitions, taking certain other specified actions or otherwise pursuing business opportunities during the pendency of the merger that Celgene or Bristol-Myers Squibb would have made, taken or pursued if these restrictions were not in place (see *The Merger Agreement—Conduct of Business Pending the Merger* beginning on page 181 of this joint proxy statement/prospectus for a description of the restrictive covenants applicable to Celgene and Bristol-Myers Squibb); and
- matters relating to the merger (including arranging permanent financing and integration planning) will require substantial commitments of time and resources by Bristol-Myers Squibb and Celgene management and the expenditure of significant funds in the form of fees and expenses, which would otherwise have been devoted to day-to-day operations and other opportunities that may have been beneficial to either Bristol-Myers Squibb or Celgene as an independent company.

TABLE OF CONTENTS

In addition, each of Bristol-Myers Squibb and Celgene could be subject to litigation related to any failure to complete the merger or related to any proceeding to specifically enforce Bristol-Myers Squibb's or Celgene's obligation to perform their respective obligations under the merger agreement.

If any of these risks materialize, they may materially and adversely affect Bristol-Myers Squibb's and/or Celgene's businesses, financial condition, financial results, ratings, stock prices and/or bond prices.

If the merger is completed, Bristol-Myers Squibb may fail to realize the anticipated benefits and cost savings of the merger, which could adversely affect the value of shares of Bristol-Myers Squibb common stock.

The success of the merger will depend, in part, on Bristol-Myers Squibb's ability to realize the anticipated benefits and cost savings from combining the businesses of Bristol-Myers Squibb and Celgene. Bristol-Myers Squibb's ability to realize these anticipated benefits and cost savings is subject to certain risks, including, among others:

- Bristol-Myers Squibb's ability to successfully combine the businesses of Bristol-Myers Squibb and Celgene;
- the risk that the combined businesses will not perform as expected;
- the extent to which Bristol-Myers Squibb will be able to realize the expected synergies, which include potential savings from re-assessing priority assets and aligning investments, eliminating duplication and redundancy, adopting an optimized operating model between both companies and leveraging scale, and value creation resulting from the combination of the businesses of Bristol-Myers Squibb and Celgene;
- the possibility that Bristol-Myers Squibb paid more for Celgene than the value it will derive from the merger;
- the possibility that Bristol-Myers Squibb will not achieve the free cash flow that it has projected;
- the reduction of Bristol-Myers Squibb's cash available for operations and other uses and the incurrence of indebtedness to finance the merger;
- the assumption of known and unknown liabilities of Celgene;
- the possibility of a decline of the credit ratings of the combined company following the completion of the merger; and
- the possibility of costly litigation challenging the merger.

If Bristol-Myers Squibb is not able to successfully combine the businesses of Bristol-Myers Squibb and Celgene within the anticipated time frame, or at all, the anticipated cost savings and other benefits of the merger may not be realized fully or may take longer to realize than expected, the combined businesses may not perform as expected and the value of the shares of Bristol-Myers Squibb common stock may be adversely affected.

Bristol-Myers Squibb and Celgene have operated and, until completion of the merger will continue to operate, independently, and there can be no assurances that their businesses can be integrated successfully. It is possible that the integration process could result in the loss of key Bristol-Myers Squibb or Celgene employees, the disruption of either company's or both companies' ongoing businesses or in unexpected integration issues, higher than expected integration costs and an overall post-completion integration process that takes longer than originally anticipated. Specifically, issues that must be addressed in integrating the operations of Celgene and Bristol-Myers Squibb in order to realize the anticipated benefits of the merger so the combined business performs as expected include, among others:

- combining the companies' separate operational, financial, reporting and corporate functions;
- integrating the companies' technologies, products and services;
- identifying and eliminating redundant and underperforming operations and assets;
- harmonizing the companies' operating practices, employee development, compensation and benefit programs, internal controls and other policies, procedures and processes;
- addressing possible differences in corporate cultures and management philosophies;

TABLE OF CONTENTS

- maintaining employee morale and retaining key management and other employees;
- attracting and recruiting prospective employees;
- consolidating the companies' corporate, administrative and information technology infrastructure;
- coordinating sales, distribution and marketing efforts;
- managing the movement of certain businesses and positions to different locations;
- maintaining existing agreements with customers and vendors and avoiding delays in entering into new agreements with prospective customers and vendors;
- coordinating geographically dispersed organizations;
- consolidating facilities of Celgene and Bristol-Myers Squibb that are currently in or near the same location;
- and
- effecting potential actions that may be required in connection with obtaining regulatory approvals.

In addition, at times, the attention of certain members of each company's management and each company's resources may be focused on completion of the merger and the integration of the businesses of the two companies and diverted from day-to-day business operations, which may disrupt each company's ongoing business and the business of the combined company.

Celgene's executive officers and directors have interests in the merger that may be different from your interests as a stockholder of Celgene.

When considering the recommendation of the Celgene Board that Celgene stockholders vote in favor of the adoption of the merger agreement, Celgene stockholders should be aware that Celgene's directors and executive officers have interests in the merger that may be different from, or in addition to, the interests of Celgene stockholders generally, including potential severance benefits, treatment of outstanding Celgene equity awards pursuant to the merger agreement and potential vesting of such awards in connection with a qualifying termination of employment on or following the merger (or, in certain circumstances, a termination of employment that otherwise occurs in connection with the merger), and rights to ongoing indemnification and insurance coverage. See *Interests of Celgene's Directors and Executive Officers in the Merger* beginning on page 203 of this joint proxy statement/prospectus for a more detailed description of these interests. The Celgene Board and the BMS Board were aware of these interests and considered them, in addition to other matters, in evaluating and negotiating the merger agreement and in recommending that Celgene stockholders adopt the merger agreement and that the Bristol-Myers Squibb stockholders approve the stock issuance, respectively.

The merger agreement contains provisions that make it more difficult for Bristol-Myers Squibb and Celgene to pursue alternatives to the merger and may discourage other companies from trying to acquire Celgene for greater consideration than what Bristol-Myers Squibb has agreed to pay.

The merger agreement contains provisions that make it more difficult for Celgene to sell its business to a party other than Bristol-Myers Squibb, or for Bristol-Myers Squibb to sell its business. These provisions include a general prohibition on each party soliciting any acquisition proposal. Further, there are only limited exceptions to each party's agreement that its board of directors will not withdraw or modify in a manner adverse to the other party the recommendation of its board of directors in favor of the adoption of the merger agreement, in the case of Celgene, or the approval of the stock issuance, in the case of Bristol-Myers Squibb, and the other party generally has a right to match any acquisition proposal that may be made. However, at any time prior to the adoption of the merger agreement by Celgene stockholders, in the case of Celgene, or the approval of the stock issuance by Bristol-Myers Squibb stockholders, in the case of Bristol-Myers Squibb, such party's board of directors is permitted to make an adverse recommendation change if it determines in good faith that the failure to take such action would be reasonably likely to be inconsistent with its fiduciary duties under applicable law. In the event that either the Celgene Board or the BMS Board make an adverse recommendation change, then such party may be required to pay a \$2.2 billion termination fee. Bristol-Myers Squibb and Celgene also will be required to pay certain transaction expenses and other costs

incurred in connection with the merger, whether or not the merger is completed, including certain fees and expenses of the other party in connection with the Celgene fee reimbursement or the Bristol-Myers Squibb fee reimbursement, as applicable. See The Merger

44

TABLE OF CONTENTS

Agreement—No Solicitation and The Merger Agreement—Termination Fees and Expenses beginning on pages 186 and 200, respectively, of this joint proxy statement/prospectus.

The parties believe these provisions are reasonable and not preclusive of other offers, but these restrictions might discourage a third party that has an interest in acquiring all or a significant part of either Celgene or Bristol-Myers Squibb from considering or proposing an acquisition proposal, even if that party were prepared to pay consideration with a higher per-share value than the currently proposed merger consideration, in the case of Celgene, or that party were prepared to enter into an agreement that may be favorable to Bristol-Myers Squibb or its stockholders, in the case of Bristol-Myers Squibb. Furthermore, the termination fees described above may result in a potential competing acquirer proposing to pay a lower per-share price to acquire the applicable party than it might otherwise have proposed to pay because of the added expense of the termination fee that may become payable by such party in certain circumstances.

The shares of Bristol-Myers Squibb common stock to be received by Celgene stockholders upon completion of the merger will have different rights from shares of Celgene common stock.

Upon completion of the merger, Celgene stockholders will no longer be stockholders of Celgene, but will instead become stockholders of Bristol-Myers Squibb, and their rights as Bristol-Myers Squibb stockholders will be governed by the terms of Bristol-Myers Squibb's amended and restated certificate of incorporation, as it may be amended from time to time, which is referred to in this joint proxy statement/prospectus as Bristol-Myers Squibb's certificate of incorporation, and Bristol-Myers Squibb's amended and restated by-laws, as they may be amended from time to time, which are referred to in this joint proxy statement/prospectus as Bristol-Myers Squibb's by-laws. The terms of Bristol-Myers Squibb's certificate of incorporation and Bristol-Myers Squibb's by-laws are in some respects materially different than the terms of Celgene's certificate of incorporation, as they may be amended from time to time, which is referred to in this joint proxy statement/prospectus as Celgene's certificate of incorporation, and Celgene's amended and restated by-laws, as they may be amended from time to time, which are referred to in this joint proxy statement/prospectus as Celgene's by-laws, which currently govern the rights of Celgene stockholders. See

Comparison of Stockholder Rights beginning on page 226 of this joint proxy statement/prospectus for a discussion of the different rights associated with shares of Celgene common stock and shares of Bristol-Myers Squibb common stock.

Current Bristol-Myers Squibb stockholders and Celgene stockholders will have a reduced ownership and voting interest after the merger and will exercise less influence over the management of the combined company.

Upon completion of the merger, Bristol-Myers Squibb expects to issue approximately 701,024,507 shares of Bristol-Myers Squibb common stock to Celgene stockholders in connection with the transactions contemplated by the merger agreement. As a result, it is expected that, immediately after completion of the merger, former Celgene stockholders will own approximately 31% of the outstanding shares of Bristol-Myers Squibb common stock. In addition, shares of Bristol-Myers Squibb common stock may be issued from time to time following the effective time of the merger to holders of Celgene equity awards on the terms set forth in the merger agreement. See The Merger Agreement—Treatment of Celgene Equity Awards beginning on page 175 of this joint proxy statement/prospectus for a more detailed explanation. Consequently, current Bristol-Myers Squibb stockholders in the aggregate will have less influence over the management and policies of Bristol-Myers Squibb than they currently have over the management and policies of Bristol-Myers Squibb, and Celgene stockholders in the aggregate will have significantly less influence over the management and policies of Bristol-Myers Squibb than they currently have over the management and policies of Celgene.

Transaction-related lawsuits have been filed against Bristol-Myers Squibb, Celgene and the members of Bristol-Myers Squibb's and Celgene's board of directors and other transaction-related lawsuits may be filed

against Bristol-Myers Squibb and Celgene which could result in substantial costs and may delay or prevent the merger from being completed. If the merger is completed, Bristol-Myers Squibb will also assume Celgene's risks arising from various legal proceedings.

Securities class action lawsuits and derivative lawsuits are often brought against public companies that have entered into merger agreements. Even if the lawsuits are without merit, defending against these claims can result in substantial costs and divert management time and resources. An adverse judgment could result in monetary damages, which could have a negative impact on Bristol-Myers Squibb's and Celgene's respective liquidity and

TABLE OF CONTENTS

financial condition. Additionally, if a plaintiff is successful in obtaining an injunction prohibiting completion of the merger, then that injunction may delay or prevent the merger from being completed, which may adversely affect Bristol-Myers Squibb's and Celgene's respective business, financial position and results of operation. As of February 18, 2019, a total of seven complaints have been filed by Celgene stockholders seeking to enjoin the merger and one complaint has been filed by Bristol-Myers Squibb stockholders. See [Litigation Relating to the Merger](#) beginning on page [171](#) of this joint proxy statement/prospectus for more information about litigation related to the merger that has been commenced prior to the date of this joint proxy statement/prospectus. There can be no assurance that additional complaints will not be filed with respect to the merger.

One of the conditions to completion of the merger is the absence of any injunction or order being in effect that prohibits completion of the merger. Accordingly, if a plaintiff is successful in obtaining any injunction or order prohibiting the completion of the merger, then such injunction or order may prevent the merger from being completed, or from being completed within the expected timeframe.

In addition, if Bristol-Myers Squibb completes the merger, it will assume Celgene's risks arising from legal proceedings. Like all pharmaceutical companies, Celgene is involved in various patent, product liability, consumer, commercial, securities, environmental and tax litigations and claims, government investigations and other legal proceedings that arise from time to time in the ordinary course of its business. Bristol-Myers Squibb cannot predict with certainty the eventual outcome of Celgene's pending or future legal proceedings and the ultimate outcome of such matters could be material to the combined company's results of operations, cash flows and financial condition.

The indebtedness of the combined company following completion of the merger will be substantially greater than Bristol-Myers Squibb's indebtedness on a stand-alone basis and greater than the combined indebtedness of Bristol-Myers Squibb and Celgene existing prior to the announcement of the merger agreement. This increased level of indebtedness could adversely affect the combined company's business flexibility, and increase its borrowing costs. Any resulting downgrades in Bristol-Myers Squibb's and/or Celgene's credit ratings could adversely affect Bristol-Myers Squibb's, Celgene's and/or the combined company's respective businesses, cash flows, financial condition and operating results.

Bristol-Myers Squibb expects to incur acquisition-related debt financing of approximately \$33.5 billion and assume Celgene's existing indebtedness of approximately \$19.9 billion (as of September 30, 2018). In addition, Celgene stockholders will receive one tradeable CVR for each share of Celgene representing the right to receive \$9.00 in cash, which will entitle the holder to receive a payment upon the potential achievement of future U.S. regulatory milestones. Bristol-Myers Squibb also intends to enter into an accelerated share repurchase agreement to repurchase up to \$5 billion of its common stock following completion of the merger. Bristol-Myers Squibb's substantially increased indebtedness, any potential payments under the CVR and higher debt-to-equity ratio following completion of the merger in comparison to that of Bristol-Myers Squibb prior to the merger will have the effect, among other things, of reducing Bristol-Myers Squibb's flexibility to respond to changing business and economic conditions, will increase Bristol-Myers Squibb's borrowing costs and, to the extent that Bristol-Myers Squibb's new debt is subject to floating interest rates, may increase Bristol-Myers Squibb's vulnerability to fluctuations in market interest rates. In addition, the amount of cash required to service Bristol-Myers Squibb's increased indebtedness levels and thus the demands on Bristol-Myers Squibb's cash resources will be greater than the amount of cash flows required to service the indebtedness of Bristol-Myers Squibb or Celgene individually prior to the merger. The increased levels of indebtedness could also reduce funds available to fund Bristol-Myers Squibb's efforts to combine its business with Celgene and realize expected benefits of the merger and/or engage in investments in product development, capital expenditures, dividend payments, share repurchases and other activities and may create competitive disadvantages for Bristol-Myers Squibb relative to other companies with lower debt levels. Bristol-Myers Squibb may be required to raise additional financing for working capital, capital expenditures, acquisitions or other general corporate purposes. Bristol-Myers Squibb's ability to arrange additional financing or refinancing will depend on, among other factors,

Bristol-Myers Squibb's financial position and performance, as well as prevailing market conditions and other factors beyond Bristol-Myers Squibb's control. Bristol-Myers Squibb cannot assure you that it will be able to obtain additional financing or refinancing on terms acceptable to Bristol-Myers Squibb or at all.

In addition, Bristol-Myers Squibb's credit ratings impact the cost and availability of future borrowings, and, as a result, Bristol-Myers Squibb's cost of capital. Bristol-Myers Squibb's ratings reflect each rating organization's opinion of Bristol-Myers Squibb's financial strength, operating performance and ability to meet Bristol-Myers

TABLE OF CONTENTS

Squibb's debt obligations or, following completion of the merger, obligations to the combined company's insureds. Each of the ratings organizations reviews Bristol-Myers Squibb's and Celgene's ratings periodically, and there can be no assurance that Bristol-Myers Squibb's or Celgene's current ratings will be maintained in the future. Following the announcement of the merger agreement, Moody's placed certain of Bristol-Myers Squibb's debt and other credit ratings under review for a possible downgrade and S&P Global Ratings placed the ratings of Bristol-Myers Squibb on credit watch with negative implications. Downgrades in Bristol-Myers Squibb's and/or Celgene's credit ratings could adversely affect Bristol-Myers Squibb's, Celgene's and/or the combined company's businesses, cash flows, financial condition and operating results. In addition, if the merger is completed and, in certain circumstances, Celgene's debt securities are downgraded and rated below investment grade, this may constitute a change of control triggering event under the indentures governing such debt. Upon the occurrence of a change of control triggering event, Celgene, as the surviving corporation of the merger, would be required to offer to repurchase most of its outstanding notes at 101% of the principal amount thereof plus accrued and unpaid interest if any, to, but not including, the date of repurchase. However, it is possible that Celgene (or Bristol-Myers Squibb) would not have sufficient funds at the time of the change of control triggering event to make the required repurchase of notes or that restrictions in other debt instruments would not allow such repurchases. Bristol-Myers Squibb and Celgene cannot provide any assurance that there will be sufficient funds available for Celgene (or Bristol-Myers Squibb) to make any required repurchases of the notes upon a change of control triggering event.

Bristol-Myers Squibb may not be able to service all of the combined company's indebtedness and may be forced to take other actions to satisfy Bristol-Myers Squibb's obligations under Bristol-Myers Squibb's indebtedness, which may not be successful. Bristol-Myers Squibb's failure to meet its debt service obligations could have a material adverse effect on the combined company's business, financial condition and results of operations.

Bristol-Myers Squibb depends on cash on hand and cash flows from operations to make scheduled debt payments. Bristol-Myers Squibb expects to be able to meet the estimated cash interest payments on the combined company's debt following the merger through a combination of the expected cash flows from operations of the combined company. However, Bristol-Myers Squibb's ability to generate sufficient cash flow from operations of the combined company and to utilize other methods to make scheduled payments will depend on a range of economic, competitive and business factors, many of which are outside of Bristol-Myers Squibb's control. There can be no assurance that these sources will be adequate. If Bristol-Myers Squibb is unable to service Bristol-Myers Squibb's indebtedness and fund Bristol-Myers Squibb's operations, Bristol-Myers Squibb will be forced to reduce or delay capital expenditures, seek additional capital, sell assets or refinance Bristol-Myers Squibb's indebtedness. Any such action may not be successful and Bristol-Myers Squibb may be unable to service Bristol-Myers Squibb's indebtedness and fund Bristol-Myers Squibb's operations, which could have a material adverse effect on the combined company's business, financial condition or results of operations.

Bristol-Myers Squibb will incur significant transaction and integration-related costs in connection with the merger. In addition, the merger may not be accretive, and may be dilutive, to Bristol-Myers Squibb's earnings per share, which may negatively affect the market price of shares of Bristol-Myers Squibb's common stock.

Bristol-Myers Squibb expects to incur a number of non-recurring costs associated with the merger and combining the operations of the two companies. Bristol-Myers Squibb will incur significant transaction costs related to the merger, including with respect to the financing for the cash consideration to be paid to Celgene stockholders. Bristol-Myers Squibb also will incur significant integration-related fees and costs related to formulating and implementing integration plans, including facilities and systems consolidation costs and employment-related costs. Bristol-Myers Squibb continues to assess the magnitude of these costs, and additional unanticipated costs may be incurred in the merger and the integration of the two companies' businesses. While Bristol-Myers Squibb has assumed that a certain level of transaction expenses will be incurred, factors beyond Bristol-Myers Squibb's control, such as certain of Celgene's expenses, could affect the total amount or the timing of these expenses. Although Bristol-Myers Squibb

expects that the elimination of duplicative costs, as well as the realization of other efficiencies related to the integration of the businesses, should allow Bristol-Myers Squibb to offset integration-related costs over time, this net benefit may not be achieved in the near term, or at all.

In addition, future events and conditions could decrease or delay the accretion that is currently projected or could result in dilution, including adverse changes in market conditions, additional transaction and integration-related

TABLE OF CONTENTS

costs and other factors such as the failure to realize some or all of the anticipated benefits of the merger. Bristol-Myers Squibb plans to enter into an accelerated share repurchase program to repurchase up to \$5 billion of its common stock after the completion of the merger. In the event Bristol-Myers Squibb does not consummate such accelerated share repurchase program, stockholders may not realize the incremental accretive benefits associated with such accelerated share repurchase program. Any dilution of, decrease in or delay of any accretion to, Bristol-Myers Squibb's earnings per share could cause the price of shares of Bristol-Myers Squibb common stock to decline or grow at a reduced rate.

Following the closing of the merger, a significant amount of the combined company's total assets will be related to acquired intangible assets and goodwill, which are subject to annual impairment reviews, or more frequent reviews if events or circumstances indicate that the carrying value may not be recoverable. Because of the significance of these assets, any charges for impairment as well as amortization of intangible assets could have a material adverse effect on the combined company's results of operations and financial condition.

The combined company will be subject to the risks that Celgene faces, in addition to the risks faced by Bristol-Myers Squibb. In particular, the success of the combined company will depend on its ability to obtain, commercialize and protect intellectual property and market exclusivity rights.

Celgene has a diverse early- and late-stage pipeline that includes five near-term product launch opportunities. The testing, manufacturing and marketing of these products requires regulatory approvals, including approval from the FDA and similar bodies in other countries. The future growth of the combined company would be negatively affected if Bristol-Myers Squibb, Celgene or the combined company fails to obtain requisite regulatory approvals within the expected time frames, or at all, in the United States and internationally for products in development and approvals for Bristol-Myers Squibb's existing products for additional indications.

In addition, many of Celgene's and Bristol-Myers Squibb's drug candidates are in the early or mid-stages of research and development and will require the commitment of substantial financial resources, extensive research, development, preclinical testing, clinical trials, manufacturing scale-up and regulatory approval prior to being ready for sale. This process takes many years of effort without any assurance of ultimate success. If the combined company does not successfully develop and commercialize its pipeline candidates, the combined company's financial position and results of operations could be adversely affected.

Celgene's primary commercial stage products include REVLIMID®, POMALYST®/IMNOVID®, OTEZLA®, ABRAXANE®, VIDAZA®, azacitidine for injection (generic version of VIDAZA®), THALOMID® (sold as THALOMID® or Thalidomide Celgene® outside of the United States) and IDHIFA. Upon the expiration or loss of patent protection for any of these products, or upon the at-risk launch (despite pending patent infringement litigation against the generic product) by a manufacturer of a generic version of one of these products, the combined company may quickly lose a significant portion of its sales of that product. Any such expiration or loss of patent protection with respect to REVLIMID® that occurs sooner than anticipated would be harmful to the combined company and could have a material adverse effect on its business, financial condition or results of operations.

The unaudited pro forma combined financial information and prospective financial information included in this joint proxy statement/prospectus are presented for illustrative purposes only and do not represent the actual financial position or results of operations of the combined company following completion of the merger or reflect the effect of any divestitures that may be required in connection with the merger.

The unaudited pro forma combined financial information and prospective financial information contained in this joint proxy statement/prospectus is presented for illustrative purposes only, contains a variety of adjustments, assumptions and preliminary estimates and does not represent the actual financial position or results of operations of Bristol-Myers Squibb and Celgene prior to the merger or that of the combined company following the merger for several reasons.

Among other things, the unaudited pro forma combined financial information does not reflect the effect of any potential divestitures that may occur prior to or subsequent to completion of the merger, the projected realization of cost savings following completion of the merger or any changes in applicable law (including applicable tax law) after September 30, 2018. See the sections entitled Certain Unaudited Pro Forma Condensed Combined Financial Statements, Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Certain Unaudited Prospective Financial Information and Comparative Historical and Unaudited Pro Forma Combined Per Share Data beginning on pages 59, 94 and 57, respectively, of this joint proxy statement/prospectus. The actual financial positions and

TABLE OF CONTENTS

results of operations of Celgene and Bristol-Myers Squibb prior to the merger and that of the combined company following the merger may not be consistent with, or evident from, the unaudited pro forma combined financial information or prospective financial information included in this joint proxy statement/prospectus. In addition, the assumptions used in preparing the unaudited pro forma combined financial information and/or the prospective financial information included in this joint proxy statement/prospectus may not be realized and may be affected by other factors, which could lead to material changes to the combined company's business that are not reflected in the unaudited pro forma combined financial information. Any significant changes in the market price of shares of Bristol-Myers Squibb common stock may cause a significant change in the purchase price used for Bristol-Myers Squibb's accounting purposes and the pro forma combined financial information contained in this joint proxy statement/prospectus.

The opinions of Celgene's and Bristol-Myers Squibb's respective financial advisors do not reflect changes in circumstances that may have occurred or that may occur between the signing of the merger agreement and the completion of the merger.

Neither the Celgene Board, nor the BMS Board, has obtained updated opinions from their respective financial advisors as of the date of this joint proxy statement/prospectus, nor do any of them expect to receive updated, revised or reaffirmed opinions prior to the completion of the merger. Changes in the operations and prospects of Celgene or Bristol-Myers Squibb, general market and economic conditions and other factors that may be beyond the control of Celgene or Bristol-Myers Squibb, and on which Celgene's and Bristol-Myers Squibb's financial advisors' opinions were based, may significantly alter the value of Celgene or Bristol-Myers Squibb or the share prices of Celgene common stock or Bristol-Myers Squibb common stock by the time the merger is completed. The opinions do not speak as of the time the merger will be completed or as of any date other than the date of such opinions. Because Celgene's and Bristol-Myers Squibb's financial advisors will not be updating their opinions, the opinions will not address the fairness of the merger consideration from a financial point of view at the time the merger is completed. The Celgene Board's recommendation that Celgene stockholders approve the merger proposal and the BMS Board's recommendation that Bristol-Myers Squibb stockholders approve the share issuance proposal, however, are made as of the date of this joint proxy statement/prospectus. For a description of the opinions that the Celgene Board and the BMS Board received from their respective financial advisors, see *The Merger Agreement—Opinions of Celgene's Financial Advisors* and *The Merger Agreement—Opinions of Bristol-Myers Squibb's Financial Advisors* beginning on pages 115 and 133, respectively, of this joint proxy statement/prospectus.

Certain Celgene agreements may contain change of control provisions that may have been triggered by the merger that, if acted upon or not waived, could cause the combined company to lose the benefit of such agreement and incur liabilities or replacement costs, which could have a material adverse effect on the combined company.

Celgene is party to, or may become party to after the date hereof, various agreements with third parties, including, among other agreements, certain license agreements, collaboration agreements, business development-related agreements, production and distribution related agreements, financing facilities, hedging arrangements, contracts for the performance of services material to the operations of Celgene and/or its affiliates and employment agreements that may contain change of control provisions that may be triggered upon the completion of the merger. Agreements with change of control provisions typically provide for or permit the termination of the agreement upon the occurrence of a change of control of one of the parties which can be waived by the relevant counterparties. In the event that there is such a contract or arrangement requiring a consent or waiver in relation to the merger or the merger agreement, for which such consent or waiver was not obtained, the combined company could lose the benefit of the underlying agreement and incur liabilities or replacement costs, which could have an adverse effect on the operations of the combined company.

The future results of the combined company may be adversely impacted if the combined company does not effectively manage its expanded operations following completion of the merger.

Following completion of the merger, the size of the combined company's business will be significantly larger than the current size of either Bristol-Myers Squibb's or Celgene's respective businesses. The combined company's ability to successfully manage this expanded business will depend, in part, upon management's ability to implement an effective integration of the two companies and its ability to manage a combined business with

TABLE OF CONTENTS

significantly larger size and scope with the associated increased costs and complexity. There can be no assurances that the management of the combined company will be successful or that the combined company will realize the expected operating efficiencies, cost savings and other benefits currently anticipated from the merger.

Risks Related to the CVRs

You may not receive any payment on the CVRs.

Your right to receive any future payment on the CVRs will be contingent upon the achievement of certain agreed upon U.S. regulatory milestones within the time periods specified in the CVR agreement. If the CVR milestone, as defined in the section titled Descriptions of the CVRs—Milestone Payment starting on page 217 of this joint proxy statement/prospectus is not achieved for any reason within the time periods specified in the CVR agreement, no payment will be made under the CVRs, and the CVRs will expire valueless. Accordingly, the value, if any, of the CVRs is speculative, and the CVRs may ultimately have no value. See Description of the CVRs beginning on page 217 of this joint proxy statement/prospectus.

The U.S. federal income tax treatment of the CVRs is unclear.

Pursuant to the CVR agreement, the parties to the CVR agreement have agreed or will agree, as applicable, to treat and report the receipt of the CVR consideration for all tax purposes as additional consideration for the sale of Celgene common stock in the merger, except as required by applicable law. Assuming this treatment is correct, a later payment with respect to a CVR would likely be treated as a non-taxable return of a U.S. holder's adjusted tax basis in the CVR to the extent thereof. A payment in excess of such amount may be treated as (i) a payment with respect to a sale of a capital asset or (ii) income taxed at ordinary rates. Additionally, a portion of a payment with respect to a CVR may constitute imputed interest under Section 483 of the Internal Revenue Code of 1986, as amended, which is referred to in this joint proxy statement/prospectus as the Code. In accordance with the CVR agreement, Bristol-Myers Squibb has agreed to report imputed interest on the CVRs pursuant to Section 483 of the Code, except as otherwise required by applicable law. However, the U.S. federal income tax treatment of the CVRs is unclear. There is no legal authority directly addressing the U.S. federal income tax treatment of the receipt of, and payments on, the CVRs, and there can be no assurance that the Internal Revenue Service, which is referred to in this joint proxy statement/prospectus as the IRS, would not assert, or that a court would not sustain a contrary position that could result in materially worse U.S. federal income tax consequences to holders. See Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences beginning on page 165 of this joint proxy statement/prospectus.

Any payments in respect of the CVRs are subordinated to the right of payment of Bristol-Myers Squibb's other indebtedness.

The CVRs are unsecured obligations of Bristol-Myers Squibb and the CVR payments and all other obligations under the CVR agreement, together with the CVRs and any rights or claims relating thereto, are subordinated in right of payment to the prior payment in full of all senior obligations of Bristol-Myers Squibb. Senior obligations of Bristol-Myers Squibb include any existing or future obligations of Bristol-Myers Squibb, including the principal of, premium (if any), interest on, and all other amounts owing thereon with respect to borrowed money; evidenced by notes, debentures, bonds or other similar debt instruments; with respect to the net obligations owed under interest rate swaps or similar agreements or currency exchange transactions; as a result of reimbursement obligations in respect of letters of credit and similar obligations; in respect of capital leases; or as a result of guarantees in respect of obligations referred to above; unless, in any case, the instrument creating or evidencing the foregoing or pursuant to which the foregoing is outstanding provides that such obligations are *pari passu* to or subordinate in right of payment to the CVRs.

Bristol-Myers Squibb's senior obligations do not include CVRs; trade debt incurred in the ordinary course of business; any intercompany indebtedness between Bristol-Myers Squibb and any of its subsidiaries or affiliates; indebtedness of Bristol-Myers Squibb that is subordinated in right of payment to Bristol-Myers Squibb's senior obligations; indebtedness or other obligations of Bristol-Myers Squibb that by its terms ranks equal or junior in right of payment to the CVR payments and all other obligations under the CVR agreement; indebtedness of Bristol-Myers Squibb that, by operation of applicable law, is subordinate to any general unsecured obligations of Bristol-Myers Squibb; and indebtedness evidenced by any guarantee of indebtedness ranking equal or junior in right of payment to the CVR payments.

TABLE OF CONTENTS

Upon any distribution to creditors of Bristol-Myers Squibb in liquidation, dissolution, bankruptcy, reorganization, insolvency, receivership or similar proceedings of Bristol-Myers Squibb, holders of senior obligations of Bristol-Myers Squibb (as described above) will be entitled to payment in full in cash of all such obligations prior to any payment being made on the CVRs. In addition, Bristol-Myers Squibb may not make any payment or distribution to any CVR holder of the CVR payments or other obligation under the CVR agreement or acquire from any CVR holder for cash any CVR, or propose the foregoing:

- if any default on any senior obligations exceeding \$25 million in aggregate principal amount would occur as a result of such payment, distribution or acquisition;
- during the continuance of any payment default in respect of any senior obligations (after expiration of any applicable grace period) exceeding \$25 million in aggregate principal amount;
- if the maturity of any senior obligations representing more than \$25 million in aggregate principal amount is accelerated in accordance with its terms and such acceleration has not been rescinded; or following the occurrence of any default (other than a payment default, and after the expiration of any applicable grace period) with respect to any senior obligations with an aggregate principal amount of more than \$25 million, the effect of which is to permit the holders of such senior obligations (or a trustee or agent acting on their behalf) to cause, with the giving of notice if required, the maturity of such senior obligations to be accelerated, for a period commencing upon the receipt by the trustee (with a copy to Celgene) of a written notice of such default from the representative of the holders of such senior obligations and ending when such senior obligations are paid in full in cash or cash equivalents or, if earlier, when such default is cured or waived.

An active public market for the CVRs may not develop or the CVRs may trade at low volumes, both of which could have an adverse effect on the resale price, if any, of the CVRs.

The CVRs are a new security for which there is currently no public trading market. An active public trading market for the securities may not develop or be sustained. Bristol-Myers Squibb has agreed to use reasonable best efforts to cause the CVRs to be approved for listing at the completion of the merger on the NYSE or other national securities exchange and maintain such listing for as long as the CVRs remain outstanding. Notwithstanding its efforts, Bristol-Myers Squibb may be unable to cause the CVRs to be listed for trading.

Even if an active public trading market develops, there may be little or no market demand for the CVRs, making it difficult or impossible to resell the CVRs, which would have an adverse effect on the resale price, if any, of the CVRs. Immediately following the completion of the merger, the principal stockholders will hold a majority of the CVRs. In addition, holders of CVRs may incur brokerage charges in connection with the resale of the CVRs, which in some cases could exceed the proceeds realized by the holder from the resale of its CVRs. Neither Bristol-Myers Squibb nor Celgene can predict the price, if any, at which the CVRs will trade following the completion of the merger.

Because there has not been any public market for the CVRs, the market price and trading volume of the CVRs may be volatile.

Neither Celgene nor Bristol-Myers Squibb can predict the extent to which investor interest will lead to a liquid trading market in the CVRs or whether the market price of the CVRs will be volatile following the merger. The market price of the CVRs could fluctuate significantly for many reasons, including, without limitation:

- as a result of the risk factors listed in this joint proxy statement/prospectus;
- in the ability of Bristol-Myers Squibb to obtain FDA approval of bb2121, JCAR017 and Ozanimod in a manner that will require the milestone payment to be made;
- for reasons unrelated to operating performance, such as reports by industry analysts, investor perceptions, or negative announcements by our customers or competitors regarding their own performance;

- regulatory changes that could have an impact on Celgene's or Bristol-Myers Squibb's business; and
- general economic, securities markets and industry conditions.

TABLE OF CONTENTS

Bristol-Myers Squibb's obligation to achieve the CVR milestone is based on diligent efforts, which allows for consideration of a variety of factors to determine the efforts Bristol-Myers Squibb is required to take; accordingly, under certain circumstances Bristol-Myers Squibb may not be required to take certain actions to achieve the CVR milestone, or may allocate resources to other projects, which would have an adverse effect on the value, if any, of the CVRs.

Bristol-Myers Squibb has agreed to use diligent efforts, until the CVR agreement is terminated, to achieve the CVR milestone. However, the CVR agreement definition of diligent efforts allows for the consideration of a variety of factors in determining the efforts Bristol-Myers Squibb is required to use to obtain the CVR milestone, and it does not require Bristol-Myers Squibb to take all possible actions to achieve those goals.

The CVR agreement defines diligent efforts as, with respect to any product, efforts of a person to carry out its obligations in a diligent manner using such effort and employing such resources normally used by such person in the exercise of its reasonable business discretion relating to the research, development or commercialization of a product, that is of similar market potential at a similar stage in its development or product life, taking into account issues of market exclusivity (including patent coverage, regulatory and other exclusivity), safety and efficacy, product profile (including tolerability and convenience), the competitiveness of alternate products in the marketplace or under development, the launch or sales of one or more generic or biosimilar products, actual or likely pricing/reimbursement for the product, the likely timing of the product's entry into the market, the likelihood of regulatory approval of the product and applicable labeling, and the profitability of the applicable product, and other relevant factors, including technical, commercial, legal, scientific, and/or medical factors, based on conditions then prevailing.

Risks Related to Bristol-Myers Squibb and Celgene

Bristol-Myers Squibb and Celgene are, and following completion of the merger Bristol-Myers Squibb will continue to be, subject to the risks described in Part I, Item 1A in Bristol-Myers Squibb's Annual Report on Form 10-K for the year ended December 31, 2017, filed with the SEC on February 13, 2018, and Part I, Item 1A in Celgene's Annual Report on Form 10-K for the year ended December 31, 2017, filed with the SEC on February 7, 2018, as updated by their respective Quarterly Reports on Form 10-Q and future filings with the SEC, in each case, incorporated by reference into this joint proxy statement/prospectus. See **Where You Can Find More Information** beginning on page 251 of this joint proxy statement/prospectus.

TABLE OF CONTENTS**SELECTED HISTORICAL CONSOLIDATED FINANCIAL DATA OF BRISTOL-MYERS SQUIBB**

The following table presents selected historical consolidated financial data of Bristol-Myers Squibb. The selected historical consolidated financial data of Bristol-Myers Squibb for the fiscal years ended December 31, 2017, 2016 and 2015 and as of December 31, 2017 and 2016 are derived from Bristol-Myers Squibb's audited consolidated financial statements and related notes contained in its Annual Report on Form 10-K for the fiscal year ended December 31, 2017, which is incorporated by reference into this joint proxy statement/prospectus. The selected historical consolidated financial data of Bristol-Myers Squibb for each of the fiscal years ended December 31, 2014 and 2013, and as of December 31, 2015, 2014 and 2013, have been derived from Bristol-Myers Squibb's audited consolidated financial statements for such years, which have not been incorporated by reference into this joint proxy statement/prospectus. The selected historical consolidated financial data of Bristol-Myers Squibb as of and for the nine months ended September 30, 2018 and for the nine months ended September 30, 2017, are derived from Bristol-Myers Squibb's unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018, which is incorporated by reference into this joint proxy statement/prospectus. The selected historical consolidated financial data of Bristol-Myers Squibb as of September 30, 2017 are derived from Bristol-Myers Squibb's unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2017, which has not been incorporated by reference into this joint proxy statement/prospectus. Bristol-Myers Squibb's management believes that Bristol-Myers Squibb's unaudited consolidated financial statements have been prepared on a basis consistent with its audited financial statements and include all normal and recurring adjustments necessary for a fair presentation of the results for each interim period.

The following selected historical consolidated financial data of Bristol-Myers Squibb set forth below is only a summary and is not necessarily indicative of future results. You should read the following information in conjunction with Bristol-Myers Squibb's audited consolidated financial statements contained in its Annual Report on Form 10-K for the year ended December 31, 2017 and unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018, including Management's Discussion and Analysis of Results of Operations and Financial Condition and the notes to Bristol-Myers Squibb's consolidated financial statements for significant events affecting the comparability of results as well as material uncertainties regarding Bristol-Myers Squibb's future financial condition and results of operations in its entirety. See the section entitled "Where You Can Find More Information" beginning on page 251 of this joint proxy statement/prospectus.

	Nine Months Ended September 30,		Years Ended December 31,				2013
	2018	2017	2017	2016	2015	2014	
(Amounts in millions, except per share data)							
Income Statement Data:							
Total Revenues	\$ 16,588	\$ 15,327	\$ 20,776	\$ 19,427	\$ 16,560	\$ 15,879	\$ 16,385
Net Earnings	3,789	3,304	975	4,507	1,631	2,029	2,580
Net Earnings/(Loss) Attributable to:							
Noncontrolling Interest	29	(31)	(32)	50	66	25	17
BMS	3,760	3,335	1,007	4,457	1,565	2,004	2,563
Net Earnings per Common							

Share Attributable to
BMS:

Basic	\$ 2.30	\$ 2.02	\$ 0.61	\$ 2.67	\$ 0.94	\$ 1.21	\$ 1.56
Diluted	\$ 2.30	\$ 2.02	\$ 0.61	\$ 2.65	\$ 0.93	\$ 1.20	\$ 1.54

Average common shares
outstanding:

Basic	1,633	1,648	1,645	1,671	1,667	1,657	1,644
Diluted	1,637	1,655	1,652	1,680	1,679	1,670	1,662

Cash dividends paid on
Bristol-Myers Squibb
common and preferred
stock

	\$ 1,960	\$ 1,938	\$ 2,577	\$ 2,547	\$ 2,477	\$ 2,398	\$ 2,309
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Cash dividends declared
per common share

	\$ 1.20	\$ 1.17	\$ 1.57	\$ 1.53	\$ 1.49	\$ 1.45	\$ 1.41
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TABLE OF CONTENTS

	As of September 30,		As of December 31,				
	2018	2017	2017	2016	2015	2014	2013
	(Amounts in millions, except per share data)						
Financial Position Data:							
Cash and cash equivalents	\$ 5,408	\$ 4,644	\$ 5,421	\$ 4,237	\$ 2,385	\$ 5,571	\$ 3,586
Marketable securities ⁽¹⁾	3,439	5,004	3,871	4,832	6,545	6,272	4,686
Total Assets	33,734	33,977	33,551	33,707	31,748	33,749	38,592
Long-term debt ⁽¹⁾	6,934	6,982	6,975	6,465	6,550	7,242	7,981
Equity	13,750	14,914	11,847	16,347	14,424	14,983	15,236
	(1) Includes current and non-current portion.						

TABLE OF CONTENTS**SELECTED HISTORICAL CONSOLIDATED FINANCIAL DATA OF CELGENE**

The following table presents selected historical consolidated financial data of Celgene. The selected historical consolidated financial data of Celgene for each of the years ended December 31, 2017, 2016 and 2015, and as of December 31, 2017 and 2016, are derived from Celgene's audited consolidated financial statements and related notes contained in its Annual Report on Form 10-K for the year ended December 31, 2017, which is incorporated by reference into this joint proxy statement/prospectus. The selected historical consolidated financial data of Celgene for each of the years ended December 31, 2014 and 2013, and as of December 31, 2015, 2014 and 2013, are derived from Celgene's audited consolidated financial statements for such years, which have not been incorporated by reference into this joint proxy statement/prospectus.

The selected historical consolidated financial data of Celgene as of, and for the nine months ended September 30, 2018 and for the nine months ended September 30, 2017, are derived from Celgene's unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018, which is incorporated by reference into this joint proxy statement/prospectus. The selected historical consolidated financial data of Celgene as of September 30, 2017 are derived from Celgene's unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2017, which has not been incorporated by reference into this joint proxy statement/prospectus.

The following selected historical consolidated financial data of Celgene set forth below is only a summary and is not necessarily indicative of future results. You should read the following information in conjunction with Celgene's audited consolidated financial statements contained in its Annual Report on Form 10-K for the year ended December 31, 2017 and unaudited consolidated financial statements and related notes contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018, including Management's Discussion and Analysis of Results of Operations and Financial Condition and the notes to Celgene's consolidated financial statements for significant events affecting the comparability of results as well as material uncertainties regarding Celgene's future financial condition and results of operations. See the section entitled Where You Can Find More Information beginning on page 251 of this joint proxy statement/prospectus.

	Nine Months Ended			Years Ended December 31,			
	September 30,			2016	2015	2014	2013⁽³⁾
	2018⁽¹⁾	2017	2017⁽²⁾				
(Dollars in millions, except per share amounts)							
Consolidated Statements of Income:							
Total revenue	\$ 11,244	\$ 9,520	\$ 13,003	\$ 11,229	\$ 9,256	\$ 7,670	\$ 6,494
Costs and operating expenses	7,860	6,011	8,296	8,063	7,001	5,151	4,685
Operating income	3,384	3,509	4,707	3,166	2,255	2,519	1,809
Interest and investment income, net	30	72	105	30	31	28	22
Interest (expense)	(551)	(380)	(522)	(500)	(311)	(176)	(92)
Other income (expense), net	852	(18)	24	(324)	48	(44)	(74)
Income before income taxes	3,715	3,183	4,314	2,372	2,023	2,327	1,665
Income tax provision	742	162	1,374	373	421	327	215
Net income	\$ 2,973	\$ 3,021	\$ 2,940	\$ 1,999	\$ 1,602	\$ 2,000	\$ 1,450

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Net income per share:

Basic	\$ 4.12	\$ 3.87	\$ 3.77	\$ 2.57	\$ 2.02	\$ 2.49	\$ 1.75
Diluted	\$ 4.02	\$ 3.72	\$ 3.64	\$ 2.49	\$ 1.94	\$ 2.39	\$ 1.68

Weighted average shares:

Basic	722.0	781.2	779.2	777.2	792.2	802.7	827.7
Diluted	740.4	812.6	808.7	803.3	824.9	836.0	860.6

55

TABLE OF CONTENTS

	As of September 30,		As of December 31,				2013
	2018	2017	2017	2016	2015	2014	
(Dollars in millions, except per share amounts)							
Consolidated Balance Sheets Data:							
Cash, cash equivalents and marketable securities	\$ 4,378	\$ 11,759	\$ 12,042	\$ 7,970	\$ 6,552	\$ 7,547	\$ 5,687
Total assets ⁽⁴⁾	34,215	31,736	30,141	28,086	26,964	17,291	13,344
Short-term borrowings and current portion of long-term debt	502	1,400	—	501	—	606	545
Long-term debt, net of discount ⁽⁴⁾	19,742	12,874	15,838	13,789	14,161	6,217	4,162
Retained earnings	16,486	13,142	13,061	10,074	8,075	6,473	4,473
Total stockholders' equity	4,860	9,850	6,921	6,600	5,919	6,525	5,590

Accounting Standards Update No. 2016-01, Financial Instruments-Overall: Recognition and Measurement of Financial Assets and Financial Liabilities was effective for us on January 1, 2018. ASU 2016-01 requires changes in the fair value of equity investments with readily determinable

- (1) fair values and changes in observable prices of equity investments without readily determinable fair values to be recorded in net income. For the nine months ended September 30, 2018, a net gain of \$830 million was recorded in Other income (expense), net. Certain prior year Consolidated Balance Sheet amounts have been reclassified to conform to the current year presentation.

- The Income tax provision for fiscal 2017 includes income tax expense of approximately \$1,269 million as a result of United States tax reform legislation, formally known as the Tax Cuts and Jobs Act (2017 Tax Act), which was enacted on December 22, 2017. In addition, the Income tax provision also includes \$290 million of excess tax
- (2) benefits arising from share-based compensation awards that vested or were exercised during 2017, and are recorded in the income tax provision following the adoption of ASU 2016-09, Compensation-Stock Compensation.

- (3) Adjusted to reflect the two-for-one common stock split effected in June 2014.

- Total assets and Long-term debt, net of discount have been restated as of December 31, 2015, 2014 and 2013 to
- (4) reflect the retroactive reclassification of debt issuance costs in accordance with ASU 2015-03, Simplifying the Presentation of Debt Issuance Costs.

TABLE OF CONTENTS

**COMPARATIVE HISTORICAL AND UNAUDITED
PRO FORMA COMBINED PER SHARE DATA**

The following table sets forth selected historical and unaudited pro forma combined per share information for Bristol-Myers Squibb and Celgene.

Historical Per Share of Common Stock Information of Bristol-Myers Squibb and Celgene. The historical per share of common stock information of each of Bristol-Myers Squibb and Celgene below is derived from the audited consolidated financial statements of each of Bristol-Myers Squibb and Celgene as of and for the year ended December 31, 2017, and the unaudited consolidated financial statements of each of Bristol-Myers Squibb and Celgene as of and for the nine months ended September 30, 2018.

Unaudited Pro Forma Combined Per Bristol-Myers Squibb Share of Common Stock Data. The Bristol-Myers Squibb unaudited pro forma combined per share of common stock data set forth below gives effect to the merger under the acquisition method of accounting, as if the merger had been effective on January 1, 2017, the first day of Bristol-Myers Squibb's fiscal year ended December 31, 2017, in the case of income from continuing operations per share. The unaudited pro forma combined book value per share of Bristol-Myers Squibb common stock data set forth below gives effect to the merger under the acquisition method of accounting, as if the merger had been effective September 30, 2018, assuming that each outstanding share of Celgene common stock had been converted into shares of Bristol-Myers Squibb common stock based on the exchange ratio.

The acquisition method of accounting is based on Financial Accounting Standards Board, Accounting Standards Codification, which is referred to in this joint proxy statement/prospectus as ASC 805, Business Combinations, which is referred to in this joint proxy statement/prospectus as ASC 805, and uses the fair value concepts defined in ASC 820, Fair Value Measurements, which is referred to in this joint proxy statement/prospectus as ASC 820, which Bristol-Myers Squibb has adopted as required. Acquisition accounting requires, among other things, that most assets acquired and liabilities assumed be recognized at their fair values as of the acquisition date. Fair value measurements recorded in acquisition accounting are dependent upon certain valuation studies of Celgene's assets and liabilities and other studies that have yet to commence or progress to a stage where there is sufficient information for a definitive measurement. Accordingly, the pro forma adjustments reflect the assets and liabilities of Celgene at their preliminary estimated fair values. Differences between these preliminary estimates and the final values in acquisition accounting will occur, and these differences could have a material impact on the unaudited pro forma combined per share information set forth in the following table.

The unaudited pro forma combined per share of Bristol-Myers Squibb common stock data is presented for illustrative purposes only and does not purport to represent the actual financial position or results of operations that Bristol-Myers Squibb would have achieved had the companies been combined during these periods or to project the future financial position or results of operations that Bristol-Myers Squibb may achieve after completion of the merger.

Unaudited Pro Forma Combined Per Celgene Equivalent Share Data. The Celgene unaudited pro forma combined per equivalent share data set forth below shows the effect of the merger from the perspective of an owner of shares of Celgene common stock. The information was calculated by multiplying the unaudited pro forma combined per share of Bristol-Myers Squibb common stock amounts by the exchange ratio.

Generally. You should read the below information in conjunction with the selected historical consolidated financial data included elsewhere in this joint proxy statement/prospectus and the historical consolidated financial statements of Bristol-Myers Squibb and Celgene and related notes that have been filed with the SEC, certain of which are incorporated by reference into this joint proxy statement/prospectus. See Selected Historical Consolidated Financial Data of Bristol-Myers Squibb, Selected Historical Consolidated Financial Data of Celgene and Where You Can Find

More Information beginning on pages 53, 55 and 251, respectively, of this joint proxy statement/prospectus. The unaudited pro forma combined per share of Bristol-Myers Squibb common stock data and the unaudited pro forma combined per Celgene equivalent share data is derived from, and should be read in conjunction with, the Bristol-Myers Squibb and Celgene unaudited pro forma condensed combined financial statements and related notes included in this joint proxy statement/prospectus. See Certain Unaudited Pro Forma Condensed Combined Financial Statements beginning on page 59 of this joint proxy statement/prospectus.

TABLE OF CONTENTS

	As of/For the Nine Months Ended September 30, 2018	As of/For the Year Ended December 31, 2017
Bristol-Myers Squibb Historical per Common Share Data:		
Net Earnings/(Loss) – basic	\$ 2.30	\$ 0.61
Net Earnings/(Loss) – diluted	2.30	0.61
Cash dividends declared	1.20	1.57
Book Value ⁽¹⁾	8.36	7.19
Celgene Historical per Common Share Data:		
Net Earnings – basic	\$ 4.12	\$ 3.77
Net Earnings – diluted	4.02	3.64
Cash dividends declared	—	—
Book Value ⁽¹⁾	6.95	9.11
Unaudited Pro Forma Combined per Bristol-Myers Squibb Common Share Data:		
Net Earnings/(Loss) – basic	\$ 0.46	\$ (1.17)
Net Earnings/(Loss) – diluted	0.45	(1.17)
Cash dividends declared ⁽²⁾	N/A	N/A
Book Value ⁽¹⁾	21.16	N/A
Unaudited Pro Forma Combined per Celgene Equivalent Share Data:		
Net Earnings/(Loss) – basic ⁽³⁾	\$ 0.46	\$ (1.17)
Net Earnings/(Loss) – diluted ⁽³⁾	0.45	(1.17)
Cash dividends declared ⁽²⁾	N/A	N/A
Book Value ⁽³⁾	21.16	N/A

Amounts calculated by dividing the applicable total stockholders' equity by the applicable shares of common (1) stock outstanding. Pro forma combined book value per share as of December 31, 2017 is not applicable as the estimated pro forma adjustments were calculated as of September 30, 2018.

(2) Pro forma combined dividends per share data is not provided due to the fact that the dividend policy for the combined company will be determined by the BMS Board following completion of the merger.

(3) Amounts calculated by multiplying unaudited pro forma combined per share amounts by the exchange ratio.

TABLE OF CONTENTS

**CERTAIN UNAUDITED PRO FORMA CONDENSED
COMBINED FINANCIAL STATEMENTS**

The following unaudited pro forma condensed combined financial information is presented to illustrate the estimated effects of:

- the proposed merger of Bristol-Myers Squibb and Celgene contemplated by the merger agreement, which is referred to in this section as the Celgene merger, and related financing, which is referred to in this section as the Celgene merger financing; and
- the acquisition of Juno Therapeutics, Inc., which is referred to in this joint proxy statement/prospectus as Juno, by Celgene on March 6, 2018, which is referred to in this section as the Juno acquisition, and related financing, which is referred to in this section as the Juno acquisition financing. Each as fully described in Note 1. Description of the Celgene merger and Juno acquisition.

The unaudited pro forma condensed combined statements of earnings for the year ended December 31, 2017 and for the nine months ended September 30, 2018 combine the historical consolidated statements of earnings of Bristol-Myers Squibb, Celgene and Juno, giving effect to (1) the Celgene merger, (2) the Celgene merger financing, (3) the Juno acquisition and (4) the Juno acquisition financing, as if each occurred on January 1, 2017. The unaudited pro forma condensed combined balance sheet as of September 30, 2018 combines the historical consolidated balance sheets of Bristol-Myers Squibb and Celgene, giving effect to the Celgene merger and Celgene merger financing as if each had occurred on September 30, 2018. The Juno historical balance sheet is not included as it is already included in the Celgene historical consolidated balance sheet as of September 30, 2018. The historical consolidated financial information has been adjusted in the unaudited pro forma condensed combined financial statements to give effect to pro forma events that are (1) directly attributable to the Celgene merger and the Juno acquisition, (2) factually supportable and (3) with respect to the unaudited pro forma condensed combined statements of earnings, expected to have a continuing impact on the combined results.

The unaudited pro forma condensed combined financial information should be read in conjunction with the accompanying notes to the unaudited pro forma condensed combined financial statements. In addition, the unaudited pro forma condensed combined financial information has been derived from and should be read in conjunction with the following historical consolidated financial statements and notes incorporated by reference into this joint proxy statement/prospectus: (a) the audited historical consolidated financial statements of Bristol-Myers Squibb contained in its Annual Report on Form 10-K for the year ended December 31, 2017; (b) the audited consolidated financial statements of Celgene contained in its Annual Report on Form 10-K for the year ended December 31, 2017; (c) the consolidated financial statements of Juno Therapeutics, Inc. as of December 31, 2017 and 2016, and for each of the three years in the period ended December 31, 2017 included in Amendment No. 1 to the Current Report on Form 8-K/A of Celgene Corporation filed with the SEC on May 18, 2018; (d) the unaudited consolidated financial statements of Bristol-Myers Squibb contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018; and (e) the unaudited consolidated financial statements of Celgene contained in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018. Refer to the section of this joint proxy statement/prospectus titled [Where You Can Find More Information](#) for instructions on how to obtain these documents.

The unaudited pro forma condensed combined financial statements have been prepared by management in accordance with Article 11, Pro Forma Financial Information, under Regulation S-X of the Exchange Act, and is for illustrative and informational purposes only. The unaudited pro forma condensed combined financial information is not necessarily indicative of what the combined company's financial position or results of operations actually would have been had the Celgene merger, Celgene merger financing, Juno acquisition and Juno acquisition financing been consummated as of the dates indicated. In addition, the unaudited pro forma condensed combined financial statements do not purport to project the future financial position or operating results of the combined company. There were no material transactions between Bristol-Myers Squibb and Celgene or between Bristol-Myers Squibb and Juno during

the periods presented in the unaudited pro forma condensed combined financial statements that would need to be eliminated. There were certain transactions between Celgene and Juno during the periods presented in the unaudited pro forma condensed combined financial statements that were eliminated.

The unaudited pro forma condensed combined financial information has been prepared using the acquisition method of accounting under U.S. generally accepted accounting principles, which is referred to in this joint

TABLE OF CONTENTS

proxy statement/prospectus as GAAP, with Bristol-Myers Squibb being the accounting acquirer in the proposed merger of Bristol-Myers Squibb and Celgene, and Celgene being the accounting acquirer in Celgene's acquisition of Juno. As of the date of this joint proxy statement/prospectus, Bristol-Myers Squibb has not completed the detailed valuation studies necessary to arrive at the final estimates of the fair market value of the Celgene assets to be acquired and the liabilities to be assumed and the related allocations of purchase price, nor has it identified any adjustments necessary to conform Celgene to Bristol-Myers Squibb's accounting policies except for the ones described in the accompanying notes. The acquisition method of accounting is dependent upon certain valuations that are provisional and subject to change. Accordingly, the pro forma adjustments in the unaudited pro forma condensed combined financial information are preliminary, based upon available information and made solely for the purpose of providing these unaudited pro forma condensed combined financial statements. Actual results will differ from the unaudited pro forma condensed combined financial information once the final acquisition accounting by Bristol-Myers Squibb has been completed and Bristol-Myers Squibb has determined the final purchase price for Celgene and has completed the valuation studies necessary to finalize the required purchase price allocations and if Bristol-Myers Squibb identifies any additional necessary conforming accounting policy changes outside of the ones provided in the accompanying notes. There can be no assurance that such finalization will not result in material changes.

The unaudited pro forma condensed combined financial information does not reflect any expected cost savings, operating synergies or revenue enhancements that the combined company may achieve as a result of the Celgene merger, any termination, restructuring or other costs to integrate the operations of Bristol-Myers Squibb and Celgene or the costs necessary to achieve any such cost savings, operating synergies or revenue enhancements.

TABLE OF CONTENTS

**UNAUDITED PRO FORMA CONDENSED COMBINED BALANCE SHEET
AS OF SEPTEMBER 30, 2018
(dollars in millions)**

	Historical				Celgene merger financing adjustments		Pro forma combined company
	Bristol- Myers Squibb	Celgene after reclassification (Note 4)	Celgene merger adjustments (Note 6)	Notes	(Note 6)	Notes	
ASSETS							
Current Assets:							
Cash and cash equivalents	\$ 5,408	\$ 2,480	\$ (35,415)	(a),(i),(j)	\$ 32,632	(l),(m)	\$ 5,105
Marketable securities	1,422	1,898	—		—		3,320
Receivables	5,871	2,120	—		—		7,991
Inventories	1,282	510	2,950	(f)	—		4,742
Prepaid expenses and other	886	819	—		—		1,705
Total Current Assets	14,869	7,827	(32,465)		32,632		22,862
Property, plant and equipment	5,092	1,313	—		—		6,405
Goodwill	6,686	8,004	15,774		—		30,464
Other intangible assets	1,107	16,342	65,638	(e)	—		83,087
Deferred income taxes	1,627	—	530	(h),(i),(j)	129	(m)	2,287
Marketable securities	2,017	—	—		—		2,017
Other assets	2,336	729	(4)	(g)	—		3,061
Total Assets	\$ 33,734	\$ 34,215	\$ 49,473		\$ 32,761		\$ 150,183
LIABILITIES							
Current Liabilities:							
Short-term debt obligations	\$ 1,620	\$ 502	\$ (4)	(g)	\$ 26,216	(l),(m)	\$ 28,334
Accounts payable	1,773	292	—		—		2,065
Accrued liabilities	5,853	2,705	—		—		8,558
Deferred income	93	79	—		—		172
Income taxes payable	355	105	—		—		460
Total Current Liabilities	9,694	3,683	(4)		26,216		39,589
Deferred income	486	74	—		—		560
Income taxes payable	3,112	2,451	—		—		5,563
Deferred income taxes	—	2,811	15,879	(h)	—		18,690

Pension and other liabilities	1,005	594	2,757	(c)	—	4,356
Long-term debt	5,687	19,742	(424)	(g)	6,990 (l),(m)	31,995
Total Liabilities	\$ 19,984	\$ 29,355	\$ 18,209		\$ 33,206	\$ 100,753

EQUITY

Shareholders' Equity:

Preferred stock	—	—	—		—	—
Common stock	221	10	60	(b),(k)	—	291
Capital in excess of par value of stock	2,029	14,756	21,511	(b),(d),(k)	—	38,296
Accumulated other comprehensive loss	(2,326)	(77)	77	(k)	—	(2,326)
Retained earnings	33,292	16,486	(16,698)	(i),(j),(k)	(445) (m)	32,635
Less cost of treasury stock	(19,576)	(26,315)	26,315	(k)	—	(19,576)
Total Shareholders' Equity	13,640	4,860	31,264		(445)	49,319
Noncontrolling interest	110	—	—		—	110
Total Equity	13,750	4,860	31,264		(445)	49,429
Total Liabilities and Equity	\$ 33,734	\$ 34,215	\$ 49,473		\$ 32,761	\$ 150,183

The accompanying notes are an integral part of these unaudited pro forma condensed combined financial statements. Amounts may not add due to rounding.

TABLE OF CONTENTS

**UNAUDITED PRO FORMA CONDENSED COMBINED STATEMENT OF EARNINGS/(LOSS)
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018**
(dollars in millions, except share and per share amounts)

	Historical		Juno acquisition and financing adjustments		Pro forma Celgene and Juno	Celgene merger adjustments		Celgene merger financing adjustments		Pro forma combined company
	Bristol-Myers Squibb	Celgene after reclassification (Note 4)	Juno after adjustments and reclassification (Note 8)	Financing adjustments (Note 10)	Notes	Notes	Notes	Notes	Notes	
Net product sales	\$ 15,866	\$ 11,258	\$ —	\$ —	\$ 11,258	\$ —		\$ —		\$ 27,124
Alliance and other revenues	722	15	28	(18)	(a) 25	—		—		747
Total Revenues	16,588	11,273	28	(18)	11,283	—		—		27,871
Cost of products sold	4,857	685	—	—	685	6,113	(b)	—		11,655
Marketing, selling and administrative	3,215	2,400	29	(196)	(c) 2,233	—		—		5,448
Research and development	4,965	4,638	79	(290)	(a),(b),(c) 4,427	(115)	(b)	—		9,277
Other (income)/expense, net	(912)	(165)	82	304)	(d),(e),(f) 221	66	(c),(d),(e)	1,197	(h)	572
Total Expenses	12,125	7,558	190	(182)	7,566	6,064		1,197		26,952
Earnings/(Loss) Before Income Taxes	4,463	3,715	(162)	164	3,717	(6,064)		(1,197)		919
Provision for income taxes	674	742	—	28	(g) 770	(1,364)	(f)	(269)	(i)	(190)
Net Earnings/(Loss)	3,789	2,973	(162)	136	2,947	(4,700)		(928)		1,109
Noncontrolling Interest	29	—	—	—	—	—		—		29
Net Earnings/(Loss) Attributable to Controlling Interests	\$ 3,760	\$ 2,973	\$ (162)	\$ 136	\$ 2,947	\$ (4,700)		\$ (928)		\$ 1,080

Earnings per
Common Share:

Basic	\$ 2.30	\$ 4.12	\$ 0.46	(g)
Diluted	\$ 2.30	\$ 4.02	\$ 0.45	(g)

Weighted Average
Shares:

Basic	1,633	722	2,332	(g)
Diluted	1,637	740	2,373	(g)

The accompanying notes are an integral part of these unaudited pro forma condensed combined financial statements.
Amounts may not add due to rounding.

TABLE OF CONTENTS

**UNAUDITED PRO FORMA CONDENSED COMBINED STATEMENT OF EARNINGS/(LOSS)
FOR THE YEAR ENDED DECEMBER 31, 2017**
(dollars in millions, except share and per share amounts)

	Historical		Juno acquisition and financing adjustments (Note 10) Notes		Pro forma Celgene and Juno	Celgene merger adjustments (Note 7) Notes	Celgene merger financing adjustments (Note 7) Notes	Pro forma combined company
	Bristol-Myers Squibb	Celgene after reclassification (Note 4)	Juno after reclassification (Note 8)					
Net product sales	\$ 19,258	\$ 12,792	\$ —	\$ —	\$ 12,792	\$ —	\$ —	\$ 32,050
Alliance and other revenues	1,518	30	112	(86) (a)	56	—	—	1,574
Total Revenues	20,776	12,822	112	(86)	12,848	—	—	33,624
Cost of products sold	6,066	526	—	—	526	8,336 (a),(b)	—	14,928
Marketing, selling and administrative	4,687	2,941	108	—	3,049	—	—	7,736
Research and development	6,411	5,998	383	32 (a),(b)	6,413	(160) (b)	—	12,664
Other (income)/expense, net	(1,519)	(957)	64	178 (d),(e)	(715)	67 (c),(d),(e)	1,500 (h)	(666)
Total Expenses	15,645	8,508	555	210	9,273	8,243	1,500	34,662
Earnings/(Loss) Before Income Taxes	5,131	4,314	(443)	(296)	3,575	(8,243)	(1,500)	(1,038)
Provision for income taxes	4,156	1,374	(6)	(281) (g)	1,087	(2,967) (f)	(548) (i)	1,729
Net Earnings/(Loss)	975	2,940	(437)	(15)	2,488	(5,276)	(953)	(2,766)
Noncontrolling Interest	(32)	—	—	—	—	—	—	(32)
Net Earnings/(Loss) Attributable to Controlling Interests	\$ 1,007	\$ 2,940	\$ (437)	\$ (15)	\$ 2,488	\$ (5,276)	\$ (953)	\$ (2,734)

Earnings per
Common Share:

Basic	\$ 0.61	\$ 3.77	\$ (1.17) (g)
Diluted	\$ 0.61	\$ 3.64	\$ (1.17) (g)

Weighted Average
Shares:

Basic	1,645	779	2,344 (g)
Diluted	1,652	809	2,344 (g)

The accompanying notes are an integral part of these unaudited pro forma condensed combined financial statements.
Amounts may not add due to rounding.

TABLE OF CONTENTS

**NOTES TO THE UNAUDITED PRO FORMA CONDENSED
COMBINED FINANCIAL STATEMENTS**

(dollars in millions, except share and per share amounts)

1. Description of the Celgene merger and Juno acquisition

Proposed merger with Celgene

On January 2, 2019, Bristol-Myers Squibb entered into a definitive merger agreement under which Bristol-Myers Squibb will acquire Celgene. Under the terms of the merger agreement, Celgene stockholders, other than holders of excluded stock and dissenting stock, will receive one share of Bristol-Myers Squibb common stock and \$50.00 in cash in exchange for each share of Celgene common stock exchanged in the transaction, as well as one CVR, which will entitle the holder to receive a one-time potential payment of \$9.00 in cash upon FDA approval of all three of (1) Ozanimod (by December 31, 2020), (2) JCAR017 (by December 31, 2020) and (3) bb2121 (by March 31, 2021), in each case for a specified indication.

Based on the closing price of Bristol-Myers Squibb common stock of \$52.43 on January 2, 2019, the last trading day before the public announcement of the proposed Celgene merger, the upfront consideration represented approximately \$102.43 in value for each share of Celgene common stock (without considering any potential CVR payout).

The transaction is subject to approval by Bristol-Myers Squibb and Celgene stockholders and the satisfaction of customary closing conditions and regulatory approvals. Bristol-Myers Squibb and Celgene expect to complete the transaction in the third quarter of 2019.

Juno acquisition

On March 6, 2018, Celgene acquired all of the outstanding shares of Juno, resulting in Juno becoming Celgene's wholly-owned subsidiary. Total consideration for the acquisition was approximately \$10.4 billion, consisting of \$9.1 billion for common stock outstanding, \$966 million for the fair value of Celgene's pre-existing investment in Juno and \$367 million for the portion of equity compensation attributable to the pre-combination service period.

2. Basis of presentation

The unaudited pro forma condensed combined financial information was prepared using the acquisition method of accounting and was based on the historical financial statements of Bristol-Myers Squibb, Celgene and Juno. Certain reclassifications have been made to the historical financial statements of Celgene and Juno to conform to Bristol-Myers Squibb's presentation, which are discussed in more detail in Note 4. Historical Celgene and Note 8. Historical Juno.

The acquisition method of accounting is based on ASC 805, Business Combinations, and uses the fair value concepts as defined in ASC 820, Fair Value Measurement.

ASC 805 requires, among other things, that most assets acquired and liabilities assumed be recognized at their fair values as of the acquisition date and that the fair value of in-process research and development, which is referred to in this joint proxy statement/prospectus as IPR&D, be recorded on the balance sheet regardless of the likelihood of success as of the acquisition date. In addition, ASC 805 establishes that the consideration transferred be measured at the closing date of the acquisition at the then-current market price; this particular requirement will likely result in a per share equity component that is different from the amount assumed in these unaudited pro forma condensed combined financial statements, and that difference may be material.

ASC 820 defines the term "fair value" and sets forth the valuation requirements for any asset or liability measured at fair value. Fair value is defined in ASC 820 as "the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date." This is an exit price concept for the valuation of the asset or liability. In addition, market participants are assumed to be buyers and sellers in the principal (or the most advantageous) market for the asset or liability. Fair value measurements for an asset assume the highest and best use by these market participants. As a result of these standards, Bristol-Myers Squibb may be required to record assets which are not intended to be used or sold and/or to value assets at fair value measures that do not reflect Bristol-Myers Squibb's intended use of those

TABLE OF CONTENTS

assets. Many of these fair value measurements can be highly subjective and it is also possible that other professionals, applying reasonable judgment to the same facts and circumstances, could develop and support a range of alternative estimated amounts.

Under ASC 805, acquisition-related transaction costs are not included as a component of consideration transferred but are accounted for as expenses in the period in which the costs are incurred. Total combination related transaction costs (excluding financing fees) in connection with the Celgene merger are estimated to be approximately \$425 million. As there is no continuing impact, the impact of these costs is not included in the unaudited pro forma condensed combined statements of earnings. These anticipated combination related transaction costs are reflected in the unaudited pro forma condensed combined balance sheet as a reduction to cash and (a) retained earnings for transaction costs expected to be incurred by Bristol-Myers Squibb and (b) a corresponding reduction of the historical book value of net assets for transaction costs expected to be incurred by Celgene. No combination related transaction costs in connection with the Celgene merger were incurred by either Bristol-Myers Squibb or Celgene during the periods presented in the unaudited pro forma condensed combined financial statements.

3. Accounting policies

The unaudited pro forma condensed combined financial statements do not assume any differences in accounting policies, except as described below, as Bristol-Myers Squibb is not aware of any differences that would have a material impact on the unaudited pro forma condensed combined financial statements. Further review of Celgene's detailed accounting policies following the consummation of the combination may identify additional differences between the accounting policies of the two companies that, when conformed, could have a material impact on the financial statements of the combined company. Certain reclassifications have been made to the historical financial statements of Celgene and Juno to conform to Bristol-Myers Squibb's presentation, which are discussed in more detail in Note 4. Historical Celgene and Note 8. Historical Juno.

Celgene adopted Accounting Standards Update No. 2017-12 – Derivatives and Hedging (Topic 815): Targeted Improvements to Accounting for Hedging Activities effective January 1, 2017, and Bristol-Myers Squibb adopted this guidance effective January 1, 2018. The impact of adoption resulted in an increase of \$115 million to Celgene's pre-tax and net income for the year ended December 31, 2017. The unaudited pro forma condensed combined statement of earnings reflects an adjustment to remove the impact of the adoption for the year ended December 31, 2017 in order to conform with Bristol-Myers Squibb's adoption effective January 1, 2018. Refer to Note 7. Pro forma adjustments to the unaudited pro forma condensed combined statements of earnings in connection with the Celgene merger for more information.

TABLE OF CONTENTS**4. Historical Celgene**

Certain reclassifications have been made to the historical financial statements of Celgene to conform to Bristol-Myers Squibb's presentation as follows:

Unaudited pro forma condensed combined balance sheet as of September 30, 2018

	Celgene before reclassification	Reclassification	Notes	Celgene after reclassification
ASSETS				
Current Assets:				
Cash and cash equivalents	\$ 2,480	\$ —		\$ 2,480
Debt securities available-for-sale	66	(66)	(1)	—
Equity investments with readily determinable fair values	1,832	(1,832)	(1)	—
Marketable securities	—	1,898	(1)	1,898
Receivables	2,120	—		2,120
Inventories	510	—		510
Prepaid expenses and other	819	—		819
Total Current Assets	7,827	—		7,827
Property, plant and equipment	1,313	—		1,313
Goodwill	8,004	—		8,004
Other intangible assets	16,342	—		16,342
Deferred income taxes	—	—		—
Marketable securities	—	—		—
Other assets	729	—		729
Total Assets	\$ 34,215	\$ —		\$ 34,215
LIABILITIES				
Current Liabilities:				
Short-term debt obligations	\$ 502	\$ —		\$ 502
Accounts payable	292	—		292
Accrued liabilities	2,705	—		2,705
Deferred income	79	—		79
Income taxes payable	105	—		105
Total Current Liabilities	3,683	—		3,683
Deferred income	74	—		74
Income taxes payable	2,451	—		2,451
Deferred income taxes	2,811	—		2,811
Pension and other liabilities	594	—		594
Long-term debt	19,742	—		19,742
Total Liabilities	\$ 29,355	\$ —		\$ 29,355

EQUITY

Shareholders' Equity:

Preferred stock	—	—	—
Common stock	10	—	10
Capital in excess of par value of stock	14,756	—	14,756
Accumulated other comprehensive loss	(77)	—	(77)
Retained earnings	16,486	—	16,486
Less cost of treasury stock	(26,315)	—	(26,315)
Total Shareholders' Equity	4,860	—	4,860
Noncontrolling interest	—	—	—
Total Equity	4,860	—	4,860
Total Liabilities and Equity	\$ 34,215	\$ —	\$ 34,215

(1) Reclassification of Debt securities available-for-sale (\$66 million) and Equity investments with readily determinable fair values (\$1,832 million) to Marketable securities.

TABLE OF CONTENTS**Unaudited pro forma condensed combined statement of earnings for the nine-month period ended September 30, 2018**

	Celgene before reclassification	Reclassification	Notes	Celgene after reclassification
Net product sales	\$ 11,229	\$ 29	(1)	\$ 11,258
Alliance and other revenues	15	—		15
Total Revenues	11,244	29		11,273
Cost of products sold	418	267	(1),(2)	685
Marketing, selling and administrative	2,400	—		2,400
Research and development	4,535	103	(2)	4,638
Amortization of acquired intangible assets	341	(341)	(2)	—
Acquisition related charges and restructuring, net	166	(166)	(3)	—
Interest and investment income, net	(30)	30	(3)	—
Interest expense	551	(551)	(3)	—
Other (income)/expense, net	(852)	687	(3)	(165)
Total Expenses	7,529	29		7,558
Earnings/(Loss) Before Income Taxes	3,715	—		3,715
Provision for income taxes	742	—		742
Net Earnings/(Loss)	2,973	—		2,973
Noncontrolling Interest	—	—		—
Net Earnings/(Loss) Attributable to Controlling Interests	\$ 2,973	\$ —		\$ 2,973

(1) Reclassification of loss on foreign currency cash flow hedges (\$29 million) from Net product sales to Cost of products sold.

(2) Reclassification of Amortization of acquired intangible assets to Cost of products sold (\$238 million) and to Research and development (\$103 million).

(3) Reclassification of Acquisition related charges and restructuring, net (\$166 million), Interest and investment income, net (\$30 million), and Interest expense (\$551 million) to Other (income)/expense, net.

Unaudited pro forma condensed combined statement of earnings for the year ended December 31, 2017

	Celgene before reclassification	Reclassification	Notes	Celgene after reclassification
Net product sales	\$ 12,973	\$ (181)	(1)	\$ 12,792
Alliance and other revenues	30	—		30
Total Revenues	13,003	(181)		12,822
Cost of products sold	461	65	(1),(2)	526
Marketing, selling and administrative	2,941	—		2,941
Research and development	5,915	83	(2)	5,998

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Amortization of acquired intangible assets	329	(329)	(2)	—
Acquisition related charges and restructuring, net	(1,350)	1,350	(3)	—
Interest and investment income, net	(105)	105	(3)	—
Interest expense	522	(522)	(3)	—
Other (income)/expense, net	(24)	(933)	(3)	(957)
Total Expenses	8,689	(181)		8,508
Earnings/(Loss) Before Income Taxes	4,314	—		4,314
Provision for income taxes	1,374	—		1,374
Net Earnings/(Loss)	2,940	—		2,940
Noncontrolling Interest	—	—		—
Net Earnings/(Loss) Attributable to Controlling Interests	\$ 2,940	\$ —		\$ 2,940

(1) Reclassification of gain on foreign currency cash flow hedges (\$181 million) from Net product sales to Cost of products sold.

TABLE OF CONTENTS

- (2) Reclassification of Amortization of acquired intangible assets to Cost of products sold (\$246 million) and to Research and development (\$83 million).
- (3) Reclassification of Acquisition related charges and restructuring, net (\$1,350 million), Interest and investment income, net (\$105 million), and Interest expense (\$522 million) to Other (income)/expense, net.

5. Estimate of consideration expected to be transferred in the Celgene merger and preliminary purchase price allocation

The following is a preliminary estimate of the consideration expected to be transferred to effect the proposed merger with Celgene:

Celgene shares outstanding at September 30, 2018 (millions)	698.9
Cash per share	\$ 50.00
Cash consideration for outstanding shares	\$ 34,945
Celgene shares outstanding at September 30, 2018 (millions)	698.9
Exchange ratio	1.00
Equivalent Bristol-Myers Squibb shares (millions)	698.9
Closing price of Bristol-Myers Squibb common stock on January 24, 2019	\$ 49.02
Estimated fair value of share consideration	\$ 34,260
Celgene shares outstanding at September 30, 2018 (millions)	698.9
Exchange ratio	1.00
Equivalent CVRs (millions)	698.9
Estimated CVR fair value per share	\$ 3.75
Estimated fair value of CVRs	\$ 2,621
Estimated fair value of replacement options	\$ 1,644
Estimated fair value of replacement restricted share awards	\$ 432
Estimated fair value of CVRs issued to option and share award holders	\$ 136
Estimated fair value of share-based compensation awards attributable to pre-combination service	\$ 2,212
Estimated fair value of total consideration to be transferred	\$ 74,038

The preliminary estimate of consideration expected to be transferred reflected in these unaudited pro forma condensed combined financial statements does not purport to represent what the actual consideration transferred will be when the Celgene merger is completed. For purposes of these unaudited pro forma condensed combined financial statements, the market price per share of Bristol-Myers Squibb common stock on January 24, 2019 and the Celgene shares of common stock and share-based compensation awards outstanding as of September 30, 2018 were used to calculate the estimate of consideration expected to be transferred. However, the fair value of equity securities issued as the consideration transferred will be measured using the market price per share of Bristol-Myers Squibb common stock on the closing date. Assuming a 10% change in the closing price per share of the Bristol-Myers Squibb common stock, the estimated fair value of share consideration transferred would increase or decrease by approximately \$3.4 billion, which would be reflected in these unaudited pro forma condensed combined financial statements as an increase or decrease to goodwill.

The preliminary estimate of the fair value of the CVRs was determined by applying a probability weighting to the potential \$9.00 per share payment reflecting the probability of achieving all three necessary approvals. The probability-weighted value was then discounted to present value using a credit risk-adjusted discount rate.

The preliminary estimate of the fair value of share-based compensation awards relates to certain options to purchase shares of Celgene common stock that will be converted into Bristol-Myers Squibb options to purchase shares of Bristol-Myers Squibb common stock and Celgene restricted share awards and performance-based restricted share awards, collectively referred to in this joint proxy statement/prospectus as the share awards, that will be converted into Bristol-Myers Squibb restricted share awards. Celgene performance-based restricted share

TABLE OF CONTENTS

awards with respect to shares of Celgene common stock will be converted into Bristol-Myers Squibb restricted share awards based on a pro rata performance measure to target. Additionally, holders of certain Celgene options to purchase Celgene common stock and share awards with respect to shares of Celgene common stock will also receive CVRs based on terms specified in the merger agreement. The fair value of the Bristol-Myers Squibb options, restricted share awards and CVRs attributable to pre-combination service will be recognized as part of the purchase consideration transferred.

The number of Bristol-Myers Squibb shares issued to holders of Celgene common stock and replacement share-based compensation awards is dependent on the number of Celgene shares of common stock, options to purchase shares of Celgene common stock and share awards with respect to shares of Celgene common stock outstanding on the closing date of the merger.

The following is a preliminary estimate of the assets to be acquired and liabilities to be assumed by Bristol-Myers Squibb in the Celgene merger, reconciled to the estimate of consideration expected to be transferred:

Cash and cash equivalents		\$ 2,255
Marketable securities		1,898
Receivables		2,120
Inventories	(a)	3,460
Prepaid expenses and other		819
Property, plant and equipment	(b)	1,313
Other intangible assets	(c)	81,980
Other assets		725
Accounts payable and accrued liabilities		(3,076)
Income taxes		(2,556)
Deferred income taxes	(d)	(18,194)
Other liabilities		(668)
Debt	(e)	(19,816)
Goodwill	(f)	23,778
Estimate of consideration expected to be transferred		\$ 74,038

A preliminary fair value estimate of \$3,460 million has been assigned to inventories to be acquired. The pro forma fair value adjustment to inventories is based on the book value of Celgene's inventories as of September 30, 2018, adjusted as follows:

- Finished goods are valued at the estimated selling prices less the sum of the costs of disposal and a reasonable profit margin for the selling effort;
- Work in process is valued at the estimated selling prices upon completion less the sum of costs to complete the manufacturing of the relevant product, costs of disposal and a reasonable profit margin for the completion and selling effort; and
- Raw materials are valued at estimated current replacement costs.

Assumptions as to the estimated selling prices, the margins to be achieved, the level of remaining completion and selling effort and the profits associated with the completion and selling efforts have been made by Bristol-Myers Squibb in determining the fair value estimate of Celgene's inventories for purposes of these unaudited pro forma condensed combined financial statements.

(b)

A preliminary fair value estimate of \$1,313 million, equivalent to the current net book value, has been assigned to property, plant and equipment to be acquired, primarily consisting of buildings, machinery and equipment, computer software and equipment and construction in progress. At the date of consummation of the combination, property, plant and equipment is required to be measured at fair value, unless those assets are classified as held-for-sale on the closing date of the combination. Bristol-Myers Squibb has only limited information at this time as to the specific nature, age, condition or location of the buildings, machinery and equipment, computer software and equipment and construction-in-progress. All of these factors can cause differences between the fair value and current net book value, and such differences could be material.

- (c) A preliminary fair value estimate of \$81,980 million has been assigned to identifiable intangible assets acquired, consisting of currently marketed product rights and IPR&D.

The fair value of identifiable intangible assets is determined using an income-based method referred to as the multi-period excess earnings method. The more significant assumptions inherent in the application of this method include: the amount and timing of projected future cash flows (including revenue, cost of sales, research and development costs, sales and marketing expenses, and income taxes), the level of and return for other assets that contribute to the subject assets' ability to generate cash flows, and the discount rate selected to measure the risks inherent in the future cash flows.

TABLE OF CONTENTS

The estimated fair value of the identifiable intangible assets and a preliminary estimate of their weighted average useful lives are as follows:

	Estimated fair value	Weighted average estimated useful life
Currently marketed product rights	\$ 52,600	6.3
IPR&D*	29,380	N/A
Total	\$ 81,980	

Acquired IPR&D assets are initially recognized at fair value and are classified as indefinite-lived assets until the successful completion or abandonment of the associated research and development efforts. Accordingly, during the research and development period after the closing date of the combination, these assets will not be amortized into earnings; instead these assets will be subject to periodic impairment testing. Upon successful completion of the development process for an acquired IPR&D project, determination as to the useful life of the asset will be made; at that point in time, the asset would then be considered a finite-lived intangible asset and Bristol-Myers Squibb would begin to amortize the asset into earnings.

* Represents the preliminary estimate of deferred income taxes primarily resulting from the fair value adjustments for inventory, identifiable intangible assets, and debt as well as the replacement options and share awards issued.

- (d) This estimate was determined based on the fair value adjustments at an estimated 22.5% U.S. federal and state statutory tax rate. This estimate of deferred income taxes is preliminary and is subject to change based upon Bristol-Myers Squibb's final determination of the fair values of assets acquired and liabilities assumed and the statutory tax rates in the jurisdictions where the assets and liabilities driving taxable income are generated. The preliminary fair value estimate of \$19,816 million has been assigned to Celgene's outstanding indebtedness to
- (e) be assumed as part of the Celgene merger, derived from closing prices for such indebtedness as of September 30, 2018.
- (f) The preliminary estimate of goodwill arising from the combination is \$23,778 million. Goodwill is calculated as the difference between the fair value of the consideration expected to be transferred and the fair values assigned to the assets acquired and liabilities assumed. Goodwill represents the going-concern value associated with future product discovery beyond the existing pipeline and platforms and the value of synergies expected to benefit Bristol-Myers Squibb outside of the context of the identifiable assets as well as the deferred tax consequences of the fair value adjustments recorded for financial statement purposes.

The acquisition method of accounting is dependent upon certain valuations that are provisional and subject to change. Accordingly, the pro forma adjustments are preliminary and made solely for the purpose of providing these unaudited pro forma condensed combined financial statements. Differences between these preliminary estimates and the final acquisition accounting will occur and these differences could have a material impact on the accompanying unaudited pro forma condensed combined financial statements and the future results of operations and financial position of the combined company.

6. Pro forma adjustments to the unaudited pro forma condensed combined balance sheet in connection with the Celgene merger

The unaudited pro forma condensed combined balance sheet reflects the proposed combination of Bristol-Myers Squibb and Celgene using the acquisition method of accounting as of September 30, 2018. This note should be read in conjunction with Note 1. Description of the Celgene merger and Juno acquisition, Note 2. Basis of presentation and Note 5. Estimate of consideration expected to be transferred in the Celgene merger and preliminary purchase price allocation.

Celgene merger adjustments

Adjustments included in the column under the heading Celgene merger adjustments represent the following:

(a) Estimated cash consideration expected to be transferred

Represents the adjustment to record the cash portion of the merger consideration, estimated to be \$34,945 million.

(b) Estimated fair value of share consideration expected to be transferred

Represents the adjustment to record the equity portion of the merger consideration, estimated to be \$34,260 million (\$70 million increase to common stock and \$34,190 million increase to capital in excess of par value of stock).

(c) Estimated fair value of CVRs

Represents the adjustment to record the fair value of the CVRs transferred as part of the merger consideration, estimated to be \$2,757 million (\$2,621 million issued to Celgene stockholders and \$136 million issued to certain option and share award holders).

TABLE OF CONTENTS

(d) Estimated fair value of share-based compensation awards

Represents the adjustment to record the fair value of the replacement share-based compensation awards transferred as part of the merger consideration, estimated to be \$2,076 million (\$1,644 million for options and \$432 million for restricted share awards).

(e) Intangible assets

Represents the adjustment to record Celgene's intangible assets at their estimated fair value of \$81,980 million and to eliminate the book value of Celgene's historical intangible assets (\$16,342 million).

(f) Inventories

Represents the adjustment required to record Celgene's inventory at its estimated fair value of \$3,460 million. Bristol-Myers Squibb will reflect the increased value of inventory in cost of products sold as the acquired inventory is sold which, for purposes of these unaudited pro forma condensed combined financial statements, is assumed to occur within the first 12 months following the completion of the combination. As there is no continuing impact of the inventory step-up on Bristol-Myers Squibb's results, the impact on cost of products sold of the recognition of the step-up in value of acquired inventory is not included in the unaudited pro forma condensed combined statements of earnings.

(g) Short-term and Long-term debt

Represents the adjustment to record Celgene's assumed short-term and long-term debt at their estimated fair values of \$498 million and \$19,318 million, respectively, and to eliminate Celgene's historical deferred financing costs.

(h) Deferred taxes

Represents the preliminary estimate of deferred income taxes primarily resulting from the fair value adjustments for inventory, identifiable intangible assets, and debt as well as the replacement options and share awards issued. This estimate was determined based on the fair value adjustments at an estimated 22.5% U.S. federal and state statutory tax rate. Pro forma adjustments to the Celgene deferred taxes, primarily resulting from the fair value adjustments for inventory, identifiable intangible assets and debt, are reflected within deferred income tax liabilities and pro forma adjustments to the Bristol-Myers Squibb deferred taxes, primarily resulting from the replacement options and share awards issued, are reflected within deferred income tax assets within the unaudited pro forma condensed combined balance sheet. This estimate of deferred income taxes is preliminary and is subject to change based upon Bristol-Myers Squibb's final determination of the fair values of assets acquired and liabilities assumed and the statutory tax rates in the jurisdictions where the assets and liabilities driving taxable income are generated.

(i) Transaction costs

Represents estimated transaction costs (excluding costs associated with acquisition financing) related to the combination of \$425 million that were not previously recorded in the historical combined financial statements. As there is no continuing impact, the impact of these costs is not included in the unaudited pro forma condensed combined statements of earnings.

- Costs expected to be incurred by Bristol-Myers Squibb (\$200 million), net of related taxes (\$23 million) are reflected as a reduction of retained earnings in the unaudited pro forma condensed combined balance sheet.
- Costs expected to be incurred by Celgene (\$225 million), net of related taxes (\$25 million) are reflected as a reduction of the historical book value of Celgene's net assets in the unaudited pro forma condensed combined balance sheet.

(j) Celgene retention payments

Represents the adjustment to recognize certain Celgene retention payments which are triggered by a change of control (\$45 million) net of estimated related taxes (\$10 million). As there is no continuing impact, the impact of these costs is not included in the unaudited pro forma condensed combined statements of earnings. The adjustment is reflected as

a reduction of retained earnings in the unaudited pro forma condensed balance sheet. Severance and other integration related restructuring costs have not been reflected in these unaudited pro forma condensed combined financial statements given the preliminary nature of these anticipated actions.

TABLE OF CONTENTS

(k) Shareholders' equity

Represents the adjustment to eliminate Celgene's historical stockholders' equity.

Celgene merger financing adjustments

Adjustments included in the column under the heading "Celgene merger financing adjustments" reflect the bridge facility and term loan agreement, each as described below.

Bridge Facility

On January 2, 2019, Bristol-Myers Squibb entered into a bridge facility providing for up to \$33.5 billion of committed financing in connection with the Celgene merger. Borrowings under the bridge facility are expected to initially bear interest at the rate of LIBOR plus 87.5 basis points, subject to adjustment based on the public ratings of Bristol-Myers Squibb's non-credit enhanced senior unsecured long-term debt and subject to increases of 25 basis points for each 90-day period the bridge facility is outstanding, up to one year. In addition, in order to secure commitments under the bridge facility, Bristol-Myers Squibb agreed to pay certain structuring and funding fees, which are amortized over the periods presented in the unaudited pro forma condensed combined statements of earnings. Other one-time fees are not included in the unaudited pro forma condensed combined statements of earnings as there is no continuing impact. These one-time fees have been reflected as a reduction to retained earnings in the unaudited pro forma condensed combined balance sheet. The bridge facility expires no later than one year from the closing date of the Celgene merger.

The financing commitments in respect of the bridge facility were reduced to \$25.5 billion when the term loan facility (as defined below) was executed and may be further automatically reduced, subject to certain exceptions and limitations, on a dollar-for-dollar basis by the net cash proceeds of any issuance of notes that may be completed by Bristol-Myers Squibb. The financing commitments of the bridge facility commitment parties are currently undrawn and are subject to various conditions set forth in the bridge commitment letter.

Term Loan Agreement

On January 18, 2019, Bristol-Myers Squibb entered into a term loan agreement consisting of senior unsecured term loan commitments in an aggregate principal amount of \$8.0 billion that reduces the \$33.5 billion bridge facility described above by the same amount. Bristol-Myers Squibb intends to utilize the term loan facility to fund \$8.0 billion of the cash consideration for the Celgene merger. The term loan facility includes a \$1.0 billion 364-day tranche, \$4.0 billion three-year tranche, and \$3.0 billion five-year tranche.

The pro forma adjustments related to the bridge facility and term loan facility represent the following:

(l) Financing

Represents the drawdown of \$25.5 billion of borrowings under the bridge facility and \$8.0 billion of borrowings under the term loan facility to fund a portion of the cash consideration and related transaction costs. The unaudited pro forma condensed combined balance sheet presents the borrowings under the bridge facility (\$25.5 billion) and the 364-day tranche of the term loan facility (\$1.0 billion) as short-term borrowings and the borrowings under the three-year and five-year tranches of the term loan facility (\$4.0 billion and \$3.0 billion, respectively) as long-term debt.

Bristol-Myers Squibb ultimately does not expect to utilize the bridge facility, and expects to be able to obtain more cost-effective, permanent debt financing at a later date. However, there are no assurances at this time that Bristol-Myers Squibb will be able to do so, as any such future financings will be subject to prevailing market

conditions. Accordingly, the accompanying unaudited pro forma condensed combined financial information reflects the higher cost of borrowings under the bridge facility.

(m) Financing costs

Represents one-time financing-related transaction fees associated with the bridge facility (estimated at \$574 million) net of estimated related taxes (\$129 million). As there is no continuing impact, the impact of these costs is not included in the unaudited pro forma condensed combined statements of earnings. The adjustment is reflected as a reduction of retained earnings in the unaudited pro forma condensed combined balance sheet.

Amortizable financing-related transaction fees associated with the bridge facility (estimated at \$283 million) and the term loan facility (estimated at \$11 million) are reflected as a reduction to the carrying value of the related loans (\$284 million within short-term borrowings and \$10 million within long-term debt).

TABLE OF CONTENTS**7. Pro forma adjustments to the unaudited pro forma condensed combined statements of earnings in connection with the Celgene merger**

The unaudited pro forma condensed combined statements of earnings reflect the proposed combination of Bristol-Myers Squibb and Celgene using the acquisition method of accounting as of January 1, 2017. This note should be read in conjunction with Note 1. Description of the Celgene merger and Juno acquisition, Note 2. Basis of presentation and Note 5. Estimate of consideration expected to be transferred in the Celgene merger and preliminary purchase price allocation.

Celgene merger adjustments

Adjustments included in the column under the heading Celgene merger adjustments represent the following:

(a) Conformity of the adoption date of new hedge accounting standard

Celgene adopted Accounting Standards Update No. 2017-12 – Derivatives and Hedging (Topic 815): Targeted Improvements to Accounting for Hedging Activities effective January 1, 2017, and Bristol-Myers Squibb adopted this standard effective January 1, 2018. The impact of adoption resulted in an increase of \$115 million to Celgene's pre-tax and net income for the year ended December 31, 2017. The unaudited pro forma condensed combined statement of earnings reflects a \$115 million increase to Cost of products sold to remove the impact of the adoption for the year ended December 31, 2017 in order to conform with Bristol-Myers Squibb's adoption effective January 1, 2018.

(b) Amortization of intangibles

Reflects the adjustment to amortization expense to:

- (i) include an estimate of intangible asset amortization based on the straight-line method and an estimated weighted average useful life of 6.3 years for acquired definite-lived intangible assets of \$6,355 million for the nine-month period ended September 30, 2018 and \$8,474 million for the year ended December 31, 2017 within Cost of products sold ;
- (ii) eliminate Celgene's historical intangible asset amortization expense of \$345 million for the nine-month period ended September 30, 2018 (\$242 million within Cost of products sold and \$103 million within Research and development) and \$336 million for the year ended December 31, 2017 (\$253 million within Cost of products sold and \$83 million within Research and development); and
- (iii) eliminate Celgene's pro forma adjustment to intangible asset amortization for Juno's acquired definite-lived intangible assets of \$12 million for the period from January 1, 2018 through March 5, 2018 and \$77 million for the year ended December 31, 2017 within Research and development. Refer to Note 10. Pro forma adjustments to the unaudited pro forma condensed combined statements of earnings in connection with the Juno acquisition and financing for more information.

For each \$1 billion increase or decrease in the fair value of definite-lived intangible assets assuming a weighted-average useful life of 6.3 years, annual amortization expense would increase or decrease by approximately \$160 million.

(c) Amortization of fair value of debt

Reflects estimated amortization of \$41 million for the nine-month period ended September 30, 2018 and \$58 million for the year ended December 31, 2017 associated with the decrease in Celgene's debt to fair value which is amortized over the weighted-average remaining life of the obligations.

(d) Elimination of amortization of deferring financing costs

Reflects the adjustment for the elimination of historical Celgene amortization of deferred financing costs of \$9 million for the nine-month period ended September 30, 2018 and \$11 million for the year ended December 31, 2017.

TABLE OF CONTENTS

(e) Interest income

Reflects an estimate of foregone interest income on available cash, cash equivalents and marketable securities based on the use as a source of liquidity to fund the acquisition of \$33 million for the nine-month period ended September 30, 2018 and \$20 million for the year ended December 31, 2017. The estimate was calculated using a weighted-average interest rate of 1.6% for the nine-month period ended September 30, 2018 and 0.7% for the year ended December 31, 2017, derived from actual interest rates realized by Bristol-Myers Squibb in the respective period.

(f) Income tax provision

Reflects the income tax impact of the pro forma adjustments, primarily related to the amortization of intangible assets and the fair value of debt. An estimated U.S. federal and state statutory tax rate of 22.5% for the nine-month period ended September 30, 2018 and 36.5% for the year ended December 31, 2017 were applied to the applicable pro forma adjustments. The effective tax rate of the combined company could be significantly different than the statutory tax rate assumed for purposes of preparing the unaudited pro forma condensed combined financial statements for a variety of factors such as the mix of post-acquisition income and other activities.

(g) Weighted average number of shares and Earnings per share

The unaudited pro forma combined basic earnings per share for the periods presented have been adjusted by the 698.9 million Bristol-Myers Squibb common shares expected to be issued in connection with the proposed combination with Celgene, which are assumed outstanding for the nine-month period ended September 30, 2018 and the year ended December 31, 2017 for pro forma purposes. The unaudited pro forma diluted earnings per share for the nine-month period ended September 30, 2018 has also been adjusted by the dilutive Celgene share-based awards based on the exchange ratio. The unaudited pro forma diluted earnings per share for the year ended December 31, 2017 is equal to the unaudited pro forma basic earnings per share due to the pro forma net loss for the combined company, which would cause the impact of share-based awards to be anti-dilutive.

Celgene merger financing adjustments

Adjustments included in the column under the **Celgene merger financing adjustments** represent the following:

(h) Interest expense

Interest expense for the nine-month period ended September 30, 2018 consists of (i) contractual interest expense (\$845 million) for the bridge facility using a weighted average interest rate of 4.42%, (ii) contractual interest expense (\$228 million) for the term loan facility using a weighted average interest rate of 3.79%, (iii) amortization of financing costs (\$121 million) for the bridge facility and (iv) amortization of financing costs (\$3 million) for the term loan facility.

Interest expense for the year ended December 31, 2017 consists of (i) contractual interest expense (\$1,031 million) for the bridge facility using a weighted average interest rate of 4.04%, (ii) contractual interest expense (\$303 million) for the term loan facility using a weighted average interest rate of 3.79%, (iii) amortization of financing costs (\$162 million) for the bridge facility and (iv) amortization of financing costs (\$4 million) for the term loan facility.

Interest expense related to the 364-day bridge facility is included in the nine-month period ended September 30, 2018 and the year ended December 31, 2017 as the bridge facility is expected to be replaced by permanent financing. A one-eighth percent change in the interest rate would result in an increase or a decrease in the pro forma interest expense by \$31 million for the nine-month period ended September 30, 2018 and \$42 million for the year ended December 31, 2017.

(i) Income tax provision

Reflects the income tax impact of the pro forma financing adjustments. An estimated U.S. federal and state statutory tax rate of 22.5% for the nine-month period ended September 30, 2018 and 36.5% for the year ended December 31, 2017 were applied to the applicable pro forma adjustments. The effective tax rate of the combined company could be significantly different than the statutory tax rate assumed for purposes of preparing the unaudited pro forma condensed combined financial statements for a variety of factors such as the mix of post-acquisition income and other activities.

TABLE OF CONTENTS**8. Historical Juno**

Certain reclassifications have been made to the historical statements of earnings of Juno for the period from January 1, 2018 through March 5, 2018 and the year ended December 31, 2017 to conform to Bristol-Myers Squibb's presentation as follows:

Unaudited pro forma condensed combined statement of earnings for the nine-month period ended September 30, 2018

	Juno before reclassification	Reclassification	Notes	Juno after reclassification
Net product sales	\$ —	\$ —		\$ —
Alliance and other revenues	28	—		28
Total Revenues	28	—		28
Cost of products sold	—	—		—
Marketing, selling and administrative	99	(70)	(1)	29
Research and development	94	(15)	(1)	79
Interest income, net	(2)	2	(2)	—
Interest expense	—	—		—
Other (income)/expense, net	(1)	83	(1),(2)	82
Total Expenses	190	—		190
Earnings/(Loss) Before Income Taxes	(162)	—		(162)
Provision for income taxes	—	—		—
Net Earnings/(Loss)	(162)	—		(162)
Noncontrolling Interest	—	—		—
Net Earnings/(Loss) Attributable to Controlling Interests	\$ (162)	\$ —		\$ (162)

(1) Reclassification of transaction costs from Marketing, selling and administrative (\$70 million) and Research and development (\$15 million) to Other (income)/expense, net.

(2) Reclassification of Interest income, net (\$2 million) to Other (income)/expense, net.

Unaudited pro forma condensed combined statement of earnings for the year ended December 31, 2017

	Juno before reclassification	Reclassification	Notes	Juno after reclassification
Net product sales	\$ —	\$ —		\$ —
Alliance and other revenues	112	—		112
Total Revenues	112	—		112
Cost of products sold	—	—		—
Marketing, selling and administrative	108	—		108
Research and development	452	(69)	(1)	383

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Interest income, net	(8)	8	(2)	—
Interest expense	—	—		—
Other (income)/expense, net	3	61	(1),(2)	64
Total Expenses	555	—		555
Earnings/(Loss) Before Income Taxes	(443)	—		(443)
Provision for income taxes	(6)	—		(6)
Net Earnings/(Loss)	(437)	—		(437)
Noncontrolling Interest	—	—		—
Net Earnings/(Loss) Attributable to Controlling Interests	\$ (437)	\$ —		\$ (437)
(1) Reclassification of success payments (\$69 million) from Research and development to Other (income)/expense, net.				
(2) Reclassification of Interest income, net (\$8 million) to Other (income)/expense, net.				

TABLE OF CONTENTS**9. Fair value of consideration transferred in the Juno acquisition and preliminary purchase price allocation**

The total consideration for the acquisition of Juno was \$10.4 billion, which consisted of the following:

Cash paid for outstanding common stock at \$87.00 per share	\$ 9,101
Fair value of Celgene's investment in Juno	966
Fair value of Juno's equity awards attributable to pre-combination service	367
Estimated purchase price consideration	\$ 10,434

The following is a preliminary estimate of the assets acquired and liabilities assumed by Celgene in the Juno acquisition, reconciled to the fair value of consideration transferred:

Working capital ^(a)	\$ 437
In-process research and development (IPR&D)	6,980
Definite-lived intangible asset	1,260
Property, plant and equipment, net	144
Other non-current assets	46
Deferred tax liabilities, net	(1,530)
Other non-current liabilities	(41)
Goodwill	3,138
Total allocated estimated purchase price consideration	\$ 10,434

Includes cash and cash equivalents, debt securities available-for-sale, accounts receivable, net of allowances,

(a) other current assets, accounts payable, accrued expenses and other current liabilities (including accrued litigation).

10. Pro forma adjustments to the unaudited pro forma condensed combined statements of earnings in connection with the Juno acquisition and financing

The unaudited pro forma condensed combined statements of earnings reflect Celgene's acquisition of Juno using the acquisition method of accounting as of January 1, 2017. This note should be read in conjunction with Note 1.

Description of the Celgene merger and Juno acquisition, Note 2. Basis of presentation and Note 9. Fair value of consideration transferred in the Juno acquisition and preliminary purchase price allocation.

(a) Elimination of transactions between Celgene and Juno

Reflects the elimination of amounts reflected in the historical consolidated statements of earnings from transactions between Celgene and Juno, comprised of (i) \$18 million for the period from January 1, 2018 through March 5, 2018 and \$86 million for the year ended December 31, 2017 within Alliance and other revenues and (ii) \$11 million for the period from January 1, 2018 through March 5, 2018 and \$45 million for the year ended December 31, 2017 within Research and development.

(b) Amortization of intangibles

To adjust amortization expense within Research and development to (i) include an estimate of intangible asset amortization for acquired definite-lived intangible assets of \$14 million for the period from January 1, 2018 through March 5, 2018 and \$84 million for the year ended December 31, 2017 and (ii) to eliminate Juno's historical intangible asset amortization expense of \$2 million from January 1, 2018 through March 5, 2018 and \$7 million for the year ended December 31, 2017.

(c) Transaction costs

Reflects the elimination of Juno accelerated equity compensation expense associated with the post-combination service period (\$196 million within Marketing, selling and administrative and \$291 million within Research and

development), the elimination of Celgene's transaction costs (\$92 million within Other (income)/expense, net) and the elimination of Juno's transaction costs (\$85 million within Other (income)/expense, net). The unaudited pro forma condensed combined financial information assumes that acquisition related transaction fees and costs, including accelerated one-time post combination share-based compensation related to the acquisition, are not expected to have a continuing impact and are excluded from the unaudited pro forma condensed combined statement of earnings through a pro forma adjustment.

TABLE OF CONTENTS

(d) Interest income

Reflects an estimate of foregone interest income on cash, cash equivalents and marketable securities based on the sale of marketable securities available-for-sale as an assumed source of liquidity to fund the acquisition of \$8 million for the period from January 1, 2018 through March 5, 2018 and \$60 million for the year ended December 31, 2017.

(e) Interest expense

Celgene funded the acquisition through a combination of existing cash, cash equivalents, marketable securities and a portion of the February 2018 issuance of \$4.5 billion of senior notes. The adjustment to interest expense consists of interest expense, amortization of debt issuance costs and other recurring financing costs associated with the \$3.0 billion of debt incurred to fund the acquisition from January 1, 2017 through the debt issuance date of February 20, 2018. The adjustment to interest expense was \$15 million for the period from January 1, 2018 through February 20, 2018 and \$118 million for the year ended December 31, 2017.

(f) Other (income)/expense, net

Elimination of increase of \$458 million in the fair value of Celgene's investment in Juno prior to the acquisition on March 6, 2018 to a fair value of \$966 million, which is based on the offer price of \$87.00 per share. Celgene's investment in Juno was eliminated in the preliminary purchase price allocation.

(g) Income tax provision

Statutory tax rates were applied, as appropriate, to each pro forma adjustment based on the jurisdiction in which the adjustment is expected to occur. An estimated U.S. federal statutory tax rate of 21% for the nine-month period ended September 30, 2018 and 35% for the year ended December 31, 2017 were applied to the applicable pro forma adjustments. The total effective tax rate of the combined company could be significantly different depending on the post-acquisition geographical mix of income and other factors.

TABLE OF CONTENTS**COMPARATIVE PER SHARE MARKET PRICE AND DIVIDEND INFORMATION****Market Prices**

The shares of Bristol-Myers Squibb common stock are traded on the NYSE under the symbol **BMY** and the shares of Celgene common stock are traded on Nasdaq under the symbol **CELG**. The following table sets forth, for the calendar periods indicated, the closing high and low sales prices per share of Bristol-Myers Squibb common stock as reported on the NYSE and the intra-day high and low sales prices per share of Celgene common stock as reported on Nasdaq.

	Shares of Bristol-Myers Squibb Common Stock		Shares of Celgene Common Stock	
	High	Low	High	Low
2016:				
First Calendar Quarter	\$ 68.35	\$ 58.87	\$ 119.59	\$ 93.05
Second Calendar Quarter	74.29	64.91	111.90	94.42
Third Calendar Quarter	76.77	53.87	117.90	98.25
Fourth Calendar Quarter	59.61	49.23	127.00	96.93
2017:				
First Calendar Quarter	\$ 60.13	\$ 46.82	\$ 127.64	\$ 111.06
Second Calendar Quarter	57.33	51.66	135.18	113.63
Third Calendar Quarter	63.74	54.24	146.13	126.86
Fourth Calendar Quarter	65.35	59.94	147.17	94.55
2018:				
First Calendar Quarter	\$ 68.98	\$ 59.92	\$ 109.98	\$ 84.95
Second Calendar Quarter	62.98	50.53	92.96	74.13
Third Calendar Quarter	62.25	55.19	95.30	78.15
Fourth Calendar Quarter	63.23	48.76	92.68	58.59
2019:				
First Calendar Quarter (through January 31, 2019)	\$ 52.43	\$ 45.12	\$ 88.80	\$ 63.19

The following table sets forth the closing sale price per share of Bristol-Myers Squibb common stock as reported on the NYSE and price per share of Celgene common stock as reported on Nasdaq on January 2, 2019, the last trading day prior to the public announcement of the transaction, and on January 31, 2019, the most recent trading day prior to the date of this joint proxy statement/prospectus for which this information was available. The table also shows the implied upfront value of the merger consideration for each share of Celgene common stock (without considering any potential CVR payout) as of the same two dates. This implied value was calculated by multiplying the closing sale price of a share of Bristol-Myers Squibb common stock on the relevant date by the exchange ratio and adding \$50.00, the cash component of the merger consideration.

	Shares of Bristol-Myers Squibb Common Stock	Shares of Celgene Common Stock	Implied Per Share Value of Merger Consideration (Without CVR)
January 2, 2019	\$ 52.43	\$ 66.64	\$ 102.43

January 31, 2019	\$ 49.37	\$ 88.46	\$ 99.37
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The market prices of shares of Bristol-Myers Squibb common stock and shares of Celgene common stock have fluctuated since the date of the announcement of the merger agreement and will continue to fluctuate from the date of this joint proxy statement/prospectus to the dates of the Bristol-Myers Squibb special meeting and the Celgene special meeting and the date the merger is completed. No assurance can be given concerning the market prices of shares of Bristol-Myers Squibb common stock or shares of Celgene common stock before completion of the merger or shares of Bristol-Myers Squibb common stock after completion of the merger. The exchange ratio is fixed in the merger agreement, but the market price of shares of Bristol-Myers Squibb common stock (and therefore the value of the merger consideration) when received by Celgene stockholders after the merger is completed could be greater than, less than or the same as shown in the table above. Accordingly, Celgene stockholders are advised to obtain current market quotations for shares of Bristol-Myers Squibb common stock and shares of Celgene common stock in deciding whether to vote for adoption of the merger agreement.

TABLE OF CONTENTS

This information should be read together with the consolidated financial statements and related notes of Bristol-Myers Squibb and Celgene that are incorporated by reference in this document and with the unaudited pro forma combined financial data included under the section titled "Certain Unaudited Pro Forma Condensed Combined Financial Statements" beginning on page 59 of this joint proxy statement/prospectus.

Dividends

Bristol-Myers Squibb currently pays a quarterly dividend on shares of Bristol-Myers Squibb common stock and last paid a dividend on February 1, 2019 of \$0.41 per share. On December 6, 2018, the BMS Board authorized a dividend of \$0.50 per share on the Bristol-Myers Squibb \$2.00 convertible preferred stock, to be paid March 1, 2019 to Bristol-Myers Squibb \$2.00 convertible preferred stockholders of record as of February 5, 2019. Under the terms of the merger agreement, during the period before completion of the merger, Bristol-Myers Squibb is not permitted to declare, set aside or pay any dividend or other distribution other than its regular cash dividend in the ordinary course of business consistent with past practice in an amount not to exceed \$0.41 per share per quarter.

Celgene has never declared or paid any cash dividends on shares of Celgene common stock. Under the terms of the merger agreement, during the period before completion of the merger, Celgene is not permitted to declare, set aside or pay any dividend or other distribution, subject to exceptions.

After completion of the merger, each former Celgene stockholder who holds shares of Bristol-Myers Squibb common stock into which shares of Celgene common stock have been converted in connection with the merger will receive all dividends or other distributions declared and paid on shares of Bristol-Myers Squibb common stock with a record date on or after the completion of the merger. However, no dividend or other distribution having a record date after completion of the merger will actually be paid with respect to any shares of Bristol-Myers Squibb common stock into which shares of Celgene common stock have been converted in connection with the merger until the certificates formerly representing shares of Celgene common stock have been surrendered or the book-entry shares formerly representing shares of Celgene common stock have been transferred to the exchange agent in accordance with the merger agreement, at which time any such accrued dividends and other distributions on those shares of Bristol-Myers Squibb common stock will be paid without interest. Subject to the limitations set forth in the merger agreement described above, any future dividends by Bristol-Myers Squibb will be made at the discretion of the BMS Board. Subject to the limitations set forth in the merger agreement described above, any future dividends by Celgene will be made at the discretion of the Celgene Board. There can be no assurance that any future dividends will be declared or paid by Bristol-Myers Squibb or Celgene or as to the amount or timing of those dividends, if any.

TABLE OF CONTENTS**CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS**

This joint proxy statement/prospectus (including information included or incorporated by reference herein) contains certain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. You can generally identify forward-looking statements by the use of forward-looking terminology such as anticipate, believe, continue, could, estimate, explore, evaluate, intend, may, might, plan, potential, predict, project, seek, should, or will, other variations thereon or comparable terminology. These forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which are beyond Bristol-Myers Squibb's and Celgene's control. Statements in this communication regarding Bristol-Myers Squibb, Celgene and the combined company that are forward-looking, including projections as to the anticipated benefits of the proposed transaction, the impact of the proposed transaction on Bristol-Myers Squibb's and Celgene's business and future financial and operating results, the amount and timing of synergies from the proposed transaction, the terms and scope of the expected financing for the proposed transaction, the aggregate amount of indebtedness of the combined company following the closing of the proposed transaction, expectations regarding cash flow generation, accretion to cash earnings per share, capital structure, debt repayment, and credit ratings following the closing of the proposed transaction, Bristol-Myers Squibb's ability and intent to conduct a share repurchase program and declare future dividend payments, the combined company's pipeline, intellectual property protection and R&D spend, the timing and probability of a payment pursuant to the contingent value right consideration, and the closing date for the proposed transaction, are based on management's estimates, assumptions and projections, and are subject to significant uncertainties and other factors, many of which are beyond Bristol-Myers Squibb's and Celgene's control. These factors include, among other things, effects of the continuing implementation of governmental laws and regulations related to Medicare, Medicaid, Medicaid managed care organizations and entities under the Public Health Service 340B program, pharmaceutical rebates and reimbursement, market factors, competitive product development and approvals, pricing controls and pressures (including changes in rules and practices of managed care groups and institutional and governmental purchasers), economic conditions such as interest rate and currency exchange rate fluctuations, judicial decisions, claims and concerns that may arise regarding the safety and efficacy of in-line products and product candidates, changes to wholesaler inventory levels, variability in data provided by third parties, changes in, and interpretation of, governmental regulations and legislation affecting domestic or foreign operations, including tax obligations, changes to business or tax planning strategies, difficulties and delays in product development, manufacturing or sales including any potential future recalls, patent positions and the ultimate outcome of any litigation matter. These factors also include the combined company's ability to execute successfully its strategic plans, including its business development strategy, the expiration of patents or data protection on certain products, including assumptions about the combined company's ability to retain patent exclusivity of certain products, the impact and result of governmental investigations, the combined company's ability to obtain necessary regulatory approvals or obtaining these without delay, the risk that the combined company's products prove to be commercially successful or that contractual milestones will be achieved. Similarly, there are uncertainties relating to a number of other important factors, including: results of clinical trials and preclinical studies, including subsequent analysis of existing data and new data received from ongoing and future studies; the content and timing of decisions made by the FDA and other regulatory authorities, investigational review boards at clinical trial sites and publication review bodies; the ability to enroll patients in planned clinical trials; unplanned cash requirements and expenditures; competitive factors; the ability to obtain, maintain and enforce patent and other intellectual property protection for any product candidates; the ability to maintain key collaborations; and general economic and market conditions. Additional information concerning these risks, uncertainties and assumptions can be found in Bristol-Myers Squibb's and Celgene's respective filings with the SEC, including the risk factors discussed in Bristol-Myers Squibb's and Celgene's most recent Annual Reports on Form 10-K, as updated by their Quarterly Reports on Form 10-Q and future filings with the SEC. It should also be noted that projected financial information for the combined businesses of Bristol-Myers Squibb and Celgene is based on management's estimates, assumptions and projections and has not been prepared in conformance with the applicable accounting requirements of Regulation S-X of the Exchange Act relating to pro forma financial information, and the required pro forma

adjustments have not been applied and are not reflected therein. None of this information should be considered in isolation from, or as a substitute for, the historical financial statements of Bristol-Myers Squibb or Celgene. Important risk factors could cause actual future results and other future events to differ materially from those currently estimated by management, including, but not limited to, the risks that: a condition to the closing the proposed acquisition may not be

80

TABLE OF CONTENTS

satisfied; a regulatory approval that may be required for the proposed acquisition is delayed, is not obtained or is obtained subject to conditions that are not anticipated; Bristol-Myers Squibb is unable to achieve the synergies and value creation contemplated by the proposed acquisition; Bristol-Myers Squibb is unable to promptly and effectively integrate Celgene's businesses; management's time and attention is diverted on transaction related issues; disruption from the transaction makes it more difficult to maintain business, contractual and operational relationships; the credit ratings of the combined company declines following the proposed acquisition; legal proceedings are instituted against Bristol-Myers Squibb, Celgene or the combined company; Bristol-Myers Squibb, Celgene or the combined company is unable to retain key personnel; and the announcement or the consummation of the proposed acquisition has a negative effect on the market price of the capital stock of Bristol-Myers Squibb and Celgene or on Bristol-Myers Squibb's and Celgene's operating results. No assurances can be given that any of the events anticipated by the forward-looking statements will transpire or occur, or if any of them do occur, what impact they will have on the results of operations, financial condition or cash flows of Bristol-Myers Squibb or Celgene. Should any risks and uncertainties develop into actual events, these developments could have a material adverse effect on the proposed transaction and/or Bristol-Myers Squibb or Celgene, Bristol-Myers Squibb's ability to successfully complete the proposed transaction and/or realize the expected benefits from the proposed transaction.

The foregoing list sets forth some, but not all, of the factors that could have an impact upon Bristol-Myers Squibb's and Celgene's ability to achieve results described in any forward-looking statements. A further list and description of these and other factors can be found in the section entitled "Risk Factors" beginning on page 39 of this joint proxy statement/prospectus and elsewhere in this joint proxy statement/prospectus. In addition, all of the forward-looking statements Bristol-Myers Squibb or Celgene make in this document are qualified by the information incorporated by reference into this joint proxy statement/prospectus, including, but not limited to (i) the information contained under this heading and (ii) the information discussed under the sections entitled "Risk Factors" in Bristol-Myers Squibb's Annual Report on Form 10-K for the fiscal year ended December 31, 2017 and Bristol-Myers Squibb's Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018 and in Celgene's Annual Report on Form 10-K for the fiscal year ended December 31, 2017 and Celgene's Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2018. See the section entitled "Where You Can Find More Information" beginning on page 251 of this joint proxy statement/prospectus.

Persons reading this announcement are cautioned not to place undue reliance on these forward-looking statements. These forward-looking statements are and will be based upon management's then-current views and assumptions regarding future events and operating performance, and are applicable only as of the dates of such statements. You also should understand that it is not possible to predict or identify all such factors and that this list should not be considered a complete statement of all potential risks and uncertainties. Investors also should realize that if underlying assumptions prove inaccurate or if unknown risks or uncertainties materialize, actual results could vary materially from Bristol-Myers Squibb's or Celgene's projections. Except as otherwise required by law, neither Bristol-Myers Squibb nor Celgene is under any obligation, and each expressly disclaim any obligation, to update, alter, or otherwise revise any forward-looking statements included in this joint proxy statement/prospectus or elsewhere, whether written or oral, that may be made from time to time relating to any of the matters discussed in this joint proxy statement/prospectus, whether as a result of new information, future events or otherwise, as of any future date.

TABLE OF CONTENTS

THE COMPANIES

Bristol-Myers Squibb

Bristol-Myers Squibb was incorporated under the laws of the State of Delaware in August 1933 under the name Bristol-Myers Company, as successor to a New York business started in 1887. In 1989, Bristol-Myers Company changed its name to Bristol-Myers Squibb Company as a result of a merger. Bristol-Myers Squibb is engaged in the discovery, development, licensing, manufacturing, marketing, distribution and sale of biopharmaceutical products on a global basis.

The principal trading market for shares of Bristol-Myers Squibb common stock (NYSE: BMY) is the NYSE. The principal executive offices of Bristol-Myers Squibb are located at 430 East 29th Street, 14th Floor, New York, New York 10016; its telephone number is (212) 546-4000; and its website is *www.bms.com*. Information on Bristol-Myers Squibb's Internet website is not incorporated by reference into or otherwise part of this joint proxy statement/prospectus.

This joint proxy statement/prospectus incorporates important business and financial information about Bristol-Myers Squibb from other documents that are not included in or delivered with this joint proxy statement/prospectus. For a list of the documents that are incorporated by reference, see *Where You Can Find More Information* beginning on page 251 of this joint proxy statement/prospectus.

Celgene

Celgene was incorporated in the State of Delaware in 1986. Celgene is an integrated global biopharmaceutical company engaged primarily in the discovery, development and commercialization of innovative therapies for the treatment of cancer and inflammatory diseases through next-generation solutions in protein homeostasis, immuno-oncology, epigenetics, immunology and neuro-inflammation. Its primary commercial stage products include REVLIMID[®], POMALYST[®]/IMNOVID[®], OTEZLA[®], ABRAXANE[®] and VIDAZA[®].

Celgene continues to make significant investments in research and development in support of multiple ongoing proprietary clinical development programs, which support its existing products and pipeline of new product candidates. Celgene's key late-stage product candidates, which are expected to launch in 2019 and 2020, are ozanimod, fedratinib, luspatercept, bb2121, and JCAR017. Beyond its late-stage product candidates, Celgene has access to a growing early-to-mid-stage pipeline of novel potential therapies to address significant unmet medical needs that consists of new product candidates and cell therapies developed in-house, licensed from other companies or able to be optioned from collaboration partners.

The principal trading market for shares of Celgene common stock (NASDAQ: CELG) is Nasdaq. The principal executive offices of Celgene are located at 86 Morris Avenue, Summit, New Jersey 07901; its telephone number is (908) 673-9000; and its website is *www.celgene.com*. Information on Celgene's Internet website is not incorporated by reference into or otherwise part of this joint proxy statement/prospectus.

This joint proxy statement/prospectus incorporates important business and financial information about Celgene from other documents that are not included in or delivered with this joint proxy statement/prospectus. For a list of the documents that are incorporated by reference, see *Where You Can Find More Information* beginning on page 251 of this joint proxy statement/prospectus.

Burgundy Merger Sub, Inc.

Merger Sub was incorporated under the laws of the State of Delaware on December 31, 2018, and is a wholly-owned subsidiary of Bristol-Myers Squibb. Merger Sub was formed solely for the purpose of completing the merger. Merger Sub has not carried on any activities or operations to date, except for activities incidental to its formation and activities undertaken in connection with the merger. By operation of the merger, Merger Sub will be merged with and into Celgene, with Celgene surviving the merger as a wholly-owned subsidiary of Bristol-Myers Squibb.

The principal executive offices of Merger Sub are located at 430 East 29th Street, 14th Floor, New York, New York 10016; its telephone number is (212) 546-4000.

TABLE OF CONTENTS

SPECIAL MEETING OF STOCKHOLDERS OF BRISTOL-MYERS SQUIBB

Bristol-Myers Squibb is providing this joint proxy statement/prospectus to its stockholders in connection with the solicitation of proxies to be voted at the Bristol-Myers Squibb special meeting of stockholders (or any adjournment or postponement thereof) that Bristol-Myers Squibb has called to consider and vote on a proposal to approve the stock issuance and a proposal to approve the adjournment from time to time of the Bristol-Myers Squibb special meeting if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the stock issuance.

Date, Time and Location

Together with this joint proxy statement/prospectus, Bristol-Myers Squibb is also sending Bristol-Myers Squibb stockholders a notice of the Bristol-Myers Squibb special meeting and a form of proxy card that is solicited by the BMS Board for use at the Bristol-Myers Squibb special meeting to be held on April 12, 2019, at the offices of Kirkland & Ellis LLP, located at 601 Lexington Avenue, New York, New York 10022, at 10:00 a.m., Eastern Time, and any adjournments or postponements of the Bristol-Myers Squibb special meeting.

Only stockholders of Bristol-Myers Squibb as of the record date, March 1, 2019, their authorized representatives and guests of Bristol-Myers Squibb may attend the special meeting. Admission will be by ticket only. A form of government-issued photograph identification will be required to enter the meeting. Large bags, backpacks, briefcases, cameras, recording equipment and other electronic devices will not be permitted in the meeting, and attendees will be subject to security inspections. Our offices are wheelchair accessible. Bristol-Myers Squibb will provide, upon request, wireless headsets for hearing amplification.

If you are a registered stockholder (your shares are held in your name) and plan to attend the meeting, you should bring the top portion of the proxy card, both of which will serve as your admission ticket.

If you are a beneficial owner (your shares are held in the name of a bank, broker or other holder of record) and plan to attend the meeting, you can obtain an admission ticket in advance by writing to Shareholder Services, 430 East 29th Street, 14th Floor, New York, New York 10016. Please be sure to enclose proof of ownership, such as a bank or brokerage account statement. Stockholders who do not obtain tickets in advance may obtain them upon verification of ownership at the Registration Desk on the day of the special meeting.

Purpose

At the Bristol-Myers Squibb special meeting, Bristol-Myers Squibb stockholders will be asked to consider and vote on the following proposals:

- to approve the stock issuance; and
- to approve the Bristol-Myers Squibb adjournment proposal.

Under Bristol-Myers Squibb's by-laws, the business to be conducted at the Bristol-Myers Squibb special meeting will be limited to the proposals set forth in the notice to Bristol-Myers Squibb stockholders provided with this joint proxy statement/prospectus.

Recommendation of the Bristol-Myers Squibb Board of Directors

For the reasons set forth in this joint proxy statement/prospectus, the BMS Board determined that the merger agreement and the transactions contemplated by the merger agreement, including the merger and the stock issuance,

are advisable, fair to and in the best interests of Bristol-Myers Squibb and its stockholders. The BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the stock issuance. The BMS Board further unanimously recommends that Bristol-Myers Squibb stockholders vote FOR the Bristol-Myers Squibb adjournment proposal. See Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Bristol-Myers Squibb's Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance beginning on page 110 of this joint proxy statement/prospectus for a more detailed discussion of the recommendation of the BMS Board that Bristol-Myers Squibb stockholders approve the stock issuance.

TABLE OF CONTENTS**Bristol-Myers Squibb Record Date; Outstanding Shares; Stockholders Entitled to Vote**

The BMS Board has fixed the close of business on March 1, 2019, as the record date for the determination of the Bristol-Myers Squibb stockholders entitled to vote at the Bristol-Myers Squibb special meeting or any adjournment or postponement of the Bristol-Myers Squibb special meeting. Only Bristol-Myers Squibb stockholders of record at the record date are entitled to receive notice of, and to vote at, the Bristol-Myers Squibb special meeting or any adjournment or postponement thereof. As of the close of business on January 24, 2019, there were (i) 1,632,650,807.509 shares of Bristol-Myers Squibb \$0.10 par value common stock outstanding and entitled to vote at the Bristol-Myers Squibb special meeting, held by approximately 39,427 holders of record, and (ii) 3,586 shares of Bristol-Myers Squibb \$2.00 convertible preferred stock outstanding and entitled to vote at the Bristol-Myers Squibb special meeting, held by approximately 141 holders of record.

Quorum

The presence at the Bristol-Myers Squibb special meeting, in person or by proxy, of the holders of a majority of the outstanding shares of Bristol-Myers Squibb stock at the record date (the close of business on March 1, 2019) and entitled to vote will constitute a quorum. Elections to abstain from voting will be deemed present at the Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum. Shares of Bristol-Myers Squibb stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record, and shares of Bristol-Myers Squibb stock with respect to which the beneficial owner otherwise fails to vote, will not be deemed present at the Bristol-Myers Squibb special meeting for the purpose of determining the presence of a quorum. There must be a quorum for the vote on the stock issuance to be taken at the Bristol-Myers Squibb special meeting. Failure of a quorum to be present at the Bristol-Myers Squibb special meeting will necessitate an adjournment of the meeting and will subject Bristol-Myers Squibb to additional expense.

Required Vote

The affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present approving the issuance of shares of Bristol-Myers Squibb stock in connection with the merger. **Bristol-Myers Squibb cannot complete the merger unless its stockholders approve the stock issuance.** Under the current rules and interpretive guidance of the NYSE, votes cast on the stock issuance consist of votes for or against as well as elections to abstain from voting. As a result, a Bristol-Myers Squibb stockholder's abstention from voting on the stock issuance will have the same effect as a vote AGAINST the proposal. Assuming a quorum is present, the failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the outcome of any vote to approve the stock issuance because these failures to vote are not considered votes cast.

Approval of the Bristol-Myers Squibb adjournment proposal, whether or not a quorum is present, requires the affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by Bristol-Myers Squibb stockholders entitled to vote. For purposes of the Bristol-Myers Squibb adjournment proposal, votes present on the proposal consist of votes for or against as well as elections to abstain from voting on the proposal. As a result, a Bristol-Myers Squibb stockholder's abstention from voting on the Bristol-Myers Squibb adjournment proposal will have the same effect as a vote AGAINST the approval of this proposal. The failure of a Bristol-Myers Squibb stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Bristol-Myers Squibb stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

TABLE OF CONTENTS

Stock Ownership of and Voting by Bristol-Myers Squibb Directors and Executive Officers

As of January 24, 2019, Bristol-Myers Squibb's directors and executive officers and their affiliates beneficially owned and had the right to vote in the aggregate 1,810,875 shares of Bristol-Myers Squibb stock at the Bristol-Myers Squibb special meeting, which represents approximately less than 1% of the shares of Bristol-Myers Squibb stock entitled to vote at the Bristol-Myers Squibb special meeting. Each of Bristol-Myers Squibb's directors and executive officers is expected, as of the date of this joint proxy statement/prospectus, to vote his or her shares of Bristol-Myers Squibb stock FOR the stock issuance and FOR the Bristol-Myers Squibb adjournment proposal, although none of Bristol-Myers Squibb's directors or executive officers has entered into any agreement requiring them to do so.

Voting of Shares

Proxies are solicited to give all holders of record of Bristol-Myers Squibb stock who are entitled to vote on the matters that come before the meeting the opportunity to do so whether or not they attend the meeting in person. If you are a registered holder, you can vote your shares by proxy in one of the following manners:

- (i) via Internet at www.proxyvote.com;
- (ii) by telephone at (800) 690-6903;
- (iii) by mail, if you received a paper copy of the proxy materials; or
- (iv) in person at the special meeting.

Choosing to vote via Internet or calling the toll-free number listed above will save Bristol-Myers Squibb expense. In order to vote online or via telephone, have the voting form in hand and either call the number or go to the website and follow the instructions. If you vote via the Internet or by telephone, please do not return a signed proxy card.

If you received a paper copy of the joint proxy statement/prospectus and choose to vote by mail, specify how you want your shares voted on each proposal by marking the appropriate boxes on the proxy card enclosed with the joint proxy statement/prospectus, date and sign it, and mail it in the postage-paid envelope.

If you wish to vote in person, you can vote your shares at the special meeting.

Generally

If you are a beneficial stockholder, you have the right to direct your broker or nominee on how to vote the shares. You should complete a voting instruction card which your broker or nominee is obligated to provide you. If you wish to vote in person at the meeting, you must first obtain from the record holder a legal proxy issued in your name.

Under the rules of the NYSE, brokers that have not received voting instructions from their customers ten days prior to the meeting date may vote their customers' shares in the brokers' discretion on the proposals regarding routine matters.

Under NYSE rules, both proposals to be considered at the Bristol-Myers Squibb special meeting as described in this joint proxy statement/prospectus are considered non-routine, which means that your broker cannot vote your shares on these proposals.

Your vote is very important, regardless of the number of shares you own. Whether or not you expect to attend the Bristol-Myers Squibb special meeting in person, please vote or otherwise submit a proxy to vote your shares as promptly as possible so that your shares may be represented and voted at the Bristol-Myers Squibb special meeting. If your shares are held in the name of a bank, broker or other nominee holder of record, please follow the instructions on the voting instruction form furnished to you by such record holder.

TABLE OF CONTENTS

Revocability of Proxies; Changing Your Vote

If you are a stockholder of record, you can revoke your proxy at any time before it is voted at the meeting by taking one of the following three actions:

- by giving timely written notice of the revocation to the Bristol-Myers Squibb Company, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717;
- by casting a new vote by telephone or by the Internet; or
- by voting in person at the special meeting.

If you are a beneficial owner of shares, you may submit new voting instructions by contacting your bank, broker or other holder of record. You may also vote in person at the special meeting if you obtain a legal proxy.

All shares that have been properly voted and not revoked will be voted at the special meeting.

Solicitation of Proxies; Expenses of Solicitation

This joint proxy statement/prospectus is being provided to holders of shares of Bristol-Myers Squibb stock in connection with the solicitation of proxies by the BMS Board to be voted at the Bristol-Myers Squibb special meeting and at any adjournments or postponements of the Bristol-Myers Squibb special meeting. Bristol-Myers Squibb will bear all costs and expenses in connection with the solicitation of proxies, including the costs of filing, printing and mailing this joint proxy statement/prospectus for the Bristol-Myers Squibb special meeting. Bristol-Myers Squibb has engaged MacKenzie Partners, Inc. to assist in the solicitation of proxies for the Bristol-Myers Squibb special meeting and will pay a minimum fee of \$75,000.

In addition to solicitation by mail, directors, officers and employees of Bristol-Myers Squibb or its subsidiaries may solicit proxies from stockholders by telephone, telegram, email, personal interview or other means. Bristol-Myers Squibb currently expects not to incur any costs beyond those customarily expended for a solicitation of proxies in connection with approval of any issuance of shares of Bristol-Myers Squibb common stock. Directors, officers and employees of Bristol-Myers Squibb will not receive additional compensation for their solicitation activities, but may be reimbursed for reasonable out-of-pocket expenses incurred by them in connection with the solicitation. Brokers, dealers, commercial banks, trust companies, fiduciaries, custodians and other nominees have been requested to forward proxy solicitation materials to their customers, and such nominees will be reimbursed for their reasonable out-of-pocket expenses.

Householding

Householding is a procedure Bristol-Myers Squibb adopted whereby stockholders of record who have the same last name and address and who receive the proxy materials by mail will receive only one copy of the proxy materials unless Bristol-Myers Squibb have received contrary instructions from one or more of the stockholders. This procedure reduces printing and mailing costs. If you wish to receive a separate copy of the proxy materials, now or in the future, at the same address, or if you are currently receiving multiple copies of the proxy materials at the same address and wish to receive a single copy, you may contact Bristol-Myers Squibb Company, 430 East 29th Street, 14th Floor, New York, New York 10016, or by calling Bristol-Myers Squibb at (212) 546-3309. If you are a beneficial owner (your shares are held in the name of a bank, broker or other holder of record), the bank, broker or other holder of record may deliver only one copy of the joint proxy statement/prospectus to stockholders who have the same address unless the bank, broker or other holder of record has received contrary instructions from one or more of the stockholders. If you wish to receive a separate copy of the joint proxy statement/prospectus now or in the future, you may contact Bristol-Myers Squibb at the address or phone number above and Bristol-Myers Squibb will promptly deliver a separate copy. Beneficial owners sharing an address who are currently receiving multiple copies of the joint proxy

statement/prospectus and wish to receive a single copy in the future, should contact their bank, broker or other holder of record to request that only a single copy be delivered to all stockholders at the shared address in the future.

Adjournment

Bristol-Myers Squibb stockholders are being asked to approve a proposal that will give the BMS Board authority to adjourn from time to time the Bristol-Myers Squibb special meeting for the purpose of soliciting additional proxies in favor of the approval of the stock issuance if there are not sufficient votes at the time of the

TABLE OF CONTENTS

Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the stock issuance. If the Bristol-Myers Squibb adjournment proposal is approved, the Bristol-Myers Squibb special meeting could be adjourned to any date. In addition, the BMS Board, with or without stockholder approval, could postpone the Bristol-Myers Squibb special meeting before it commences, whether for the purpose of soliciting additional proxies or for other reasons. If the Bristol-Myers Squibb special meeting is adjourned for the purpose of soliciting additional proxies, stockholders who have already submitted their proxies will be able to revoke them at any time prior to their use. If you sign and return a proxy and do not indicate how you wish to vote on any proposal, or if you indicate that you wish to vote in favor of the approval of the stock issuance but do not indicate a choice on the Bristol-Myers Squibb adjournment proposal, your shares will be voted in favor of the Bristol-Myers Squibb adjournment proposal. But if you indicate that you wish to vote against the approval of the stock issuance, your shares will only be voted in favor of the Bristol-Myers Squibb adjournment proposal if you indicate that you wish to vote in favor of that proposal.

Other Information

The matters to be considered at the Bristol-Myers Squibb special meeting are of great importance to the stockholders of Bristol-Myers Squibb. Accordingly, you are urged to read and carefully consider the information contained in or incorporated by reference into this joint proxy statement/prospectus and submit your proxy via the Internet or by telephone or complete, date, sign and promptly return the enclosed proxy card in the enclosed postage-paid envelope. **If you submit your proxy via the Internet or by telephone, you do not need to return the enclosed proxy card.**

Assistance

If you need assistance in completing your proxy card or have questions regarding the Bristol-Myers Squibb special meeting, please contact:

MacKenzie Partners, Inc.
1407 Broadway, 27th Floor
New York, New York 10018
Telephone (Toll-Free): (800) 322-2885
Telephone (Collect): (212) 929-5500
Email: proxy@mackenziepartners.com

or

Bristol-Myers Squibb Company
430 East 29th Street, 14th Floor
New York, New York 10016
Attention: Corporate Secretary
Telephone: (212) 546-3309

TABLE OF CONTENTS

SPECIAL MEETING OF STOCKHOLDERS OF CELGENE

Celgene is providing this joint proxy statement/prospectus to its stockholders in connection with the solicitation of proxies to be voted at the Celgene special meeting of stockholders (or any adjournment or postponement thereof) that Celgene has called to consider and vote on (i) a proposal to adopt the merger agreement, (ii) a proposal to approve the adjournment from time to time of the Celgene special meeting if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof and (iii) a proposal to approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger.

Date, Time and Location

Together with this joint proxy statement/prospectus, Celgene is also sending Celgene stockholders a notice of the Celgene special meeting and a form of proxy card that is solicited by the Celgene Board for use at the Celgene special meeting to be held at the offices of Wachtell, Lipton, Rosen & Katz located at 51 West 52nd Street, New York, New York 10019 on Friday, April 12, 2019, at 10:00 a.m., Eastern Time, and any adjournments or postponements of the Celgene special meeting.

Only stockholders or their proxy holders may attend the Celgene special meeting. If you hold shares in your name at the record date and plan to attend the Celgene special meeting, because of security procedures, you will need to obtain an admission ticket in advance. Tickets will be available to registered and beneficial owners. You can print your own tickets and you must bring them to the meeting to gain access. Tickets can be printed by accessing Shareholder Meeting Registration at www.ProxyVote.com and following the instructions provided (you will need the 16 digit number included on your proxy card or voter instruction form). If you are unable to print your tickets, please contact Celgene's Corporate Secretary at 1-908-673-9000. Requests for admission tickets will be processed in the order in which they are received and must be submitted no later than 11:59 p.m. (Eastern Time) on April 11, 2019. Please note that seating is limited and requests for tickets will be accepted on a first-come, first-served basis. If you received your special meeting materials electronically and wish to attend the meeting, please follow the instructions provided for attendance. If you are attending the Celgene special meeting in person, you will be required to present valid, government-issued photo identification, such as a driver's license or passport, and an admission ticket to be admitted to the Celgene special meeting.

Purpose

At the Celgene special meeting, Celgene stockholders will be asked to consider and vote on the following proposals:

- to adopt the merger agreement;
- to approve the Celgene adjournment proposal; and
- to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal.

Recommendation of the Celgene Board of Directors

The Celgene Board unanimously determined that the merger agreement and the transactions contemplated by the merger agreement (including the merger) are fair to and in the best interests of Celgene and its stockholders. **The Celgene Board unanimously recommends that Celgene stockholders vote FOR the proposal to adopt the merger agreement.** For the factors considered by the Celgene Board in reaching this decision, see Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Celgene's Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement beginning on page 106 of this joint proxy statement/prospectus.

The Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene adjournment proposal. See Celgene Proposal II: Adjournment of the Celgene Special Meeting beginning on page 209 of this joint proxy statement/prospectus.

In addition, the Celgene Board unanimously recommends that Celgene stockholders vote FOR the Celgene compensation advisory proposal. See Celgene Proposal III: Advisory Vote On Merger-Related Executive Compensation Arrangements beginning on page 210 of this joint proxy statement/prospectus.

TABLE OF CONTENTS

Celgene Record Date; Outstanding Shares; Stockholders Entitled to Vote

A committee of the Celgene Board has fixed the close of business on March 1, 2019, as the record date for the determination of the Celgene stockholders entitled to notice of and to vote at the Celgene special meeting or any adjournment or postponement of the Celgene special meeting. Only Celgene stockholders of record at the record date are entitled to receive notice of, and to vote at, the Celgene special meeting or any adjournment or postponement of the Celgene special meeting. As of the close of business on January 29, 2019, there were 701,024,507 shares of Celgene common stock outstanding and entitled to vote at the Celgene special meeting, held by approximately 363 holders of record. Each holder of shares of Celgene common stock is entitled to one vote for each share of Celgene common stock owned at the record date.

Quorum

The presence at the Celgene special meeting, in person or by proxy, of the holders of a majority of the outstanding shares of Celgene common stock at the record date (the close of business on March 1, 2019) and entitled to vote will constitute a quorum. Shares of Celgene common stock whose holders elect to abstain from voting will be deemed present at the Celgene special meeting for the purpose of determining the presence of a quorum. Shares of Celgene common stock held in street name with respect to which the beneficial owner fails to give voting instructions to the broker, bank or other nominee holder of record, and shares of Celgene common stock with respect to which the beneficial owner otherwise fails to vote, will not be deemed present at the Celgene special meeting for the purpose of determining the presence of a quorum. There must be a quorum for the vote on the adoption of the merger agreement and the vote on the Celgene compensation advisory (non-binding) proposal to be taken at the Celgene special meeting. Failure of a quorum to be present at the Celgene special meeting will necessitate an adjournment of the meeting and will subject Celgene to additional expense.

Required Vote

Pursuant to Delaware law, to adopt the merger agreement, the affirmative vote of the holders of a majority of shares of Celgene common stock outstanding and entitled to vote thereon is required. **Celgene cannot complete the merger and the merger consideration will not be paid unless its stockholders adopt the merger agreement and the other closing conditions specified in the merger agreement are met. Because adoption of the merger agreement requires the affirmative vote of the holders of at least a majority of shares of Celgene common stock outstanding and entitled to vote thereon, a Celgene stockholder's abstention from voting, the failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have the same effect as a vote AGAINST the proposal to adopt the merger agreement.**

To approve the Celgene adjournment proposal (whether or not a quorum, as defined under Celgene's by-laws, is present), the affirmative vote of a majority of the votes present at the Celgene special meeting by holders of shares of Celgene common stock is required. For purposes of the Celgene adjournment proposal, votes present consist of votes for or against as well as elections to abstain from voting on the proposal. As a result, a Celgene stockholder's abstention from voting on the Celgene adjournment proposal will have the same effect as a vote AGAINST the approval of the proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the approval of this proposal because these failures to vote are not considered votes present.

To approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal (assuming a quorum, as defined under Celgene's by-laws, is present), the affirmative vote of a majority of the votes cast at the Celgene special meeting by holders of shares of Celgene common stock is required. For purposes of the Celgene compensation advisory proposal, votes cast means votes for or against the proposal. As a result, a Celgene stockholder's abstention from voting will have no effect on the outcome of any vote to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal. The failure of a Celgene stockholder who holds his or her shares in street name through a broker, bank or other nominee holder of record to give voting instructions to that broker, bank or other nominee holder of record or any other failure of a Celgene stockholder to vote will have no effect on the outcome of any vote to approve, on an advisory (non-binding)

TABLE OF CONTENTS

basis, the Celgene compensation advisory proposal, except to the extent it results in there being insufficient shares present at the Celgene special meeting to establish a quorum.

Stock Ownership of and Voting by Celgene Directors and Executive Officers

At the close of business on January 29, 2019, Celgene's directors and executive officers and their affiliates beneficially owned and had the right to vote in the aggregate 595,296 shares of Celgene common stock at the Celgene special meeting, which represents approximately less than 1% of the shares of Celgene common stock entitled to vote at the Celgene special meeting.

Each of Celgene's directors and executive officers is expected, as of the date of this joint proxy statement/prospectus, to vote his or her shares of Celgene common stock FOR the proposal to adopt the merger agreement, FOR the Celgene adjournment proposal and FOR the Celgene compensation advisory proposal, although none of Celgene's directors or executive officers has entered into any agreement requiring them to do so.

Voting of Shares

Via the Internet or by Telephone

If you hold shares of Celgene common stock directly in your name as a stockholder of record, you may vote via the Internet or by telephone by following the instructions on the enclosed proxy card. In order to vote your shares via the Internet or by telephone, you will need the control number on your proxy card (which is unique to each Celgene stockholder to ensure all voting instructions are genuine and to prevent duplicate voting).

If you hold shares of Celgene common stock in street name through a broker, bank or other nominee holder of record, you may provide voting instructions via the Internet or by telephone only if Internet or telephone voting is made available by your broker, bank or other nominee holder of record. Please follow the voting instructions provided by your broker, bank or other nominee holder of record with these materials.

By Mail

If you hold shares of Celgene common stock directly in your name as a stockholder of record, in order to vote by mail, you may submit a proxy card. You will need to complete, sign and date your proxy card and return it using the postage-paid return envelope provided.

If you hold shares of Celgene common stock in street name through a broker, bank or other nominee holder of record, in order to provide voting instructions by mail you will need to complete, sign and date the voting instruction form provided by your broker, bank or other nominee holder of record with these materials and return it in the postage-paid return envelope provided. Your broker, bank or other nominee holder of record must receive your voting instruction form in sufficient time to vote your shares.

In Person

If you hold shares of Celgene common stock directly in your name as a stockholder of record, you may vote in person at the Celgene special meeting. Stockholders of record also may be represented by another person at the Celgene special meeting by executing a proper proxy designating that person and having that proper proxy be presented to the judge of election with the applicable ballot at the Celgene special meeting.

If you hold shares of Celgene common stock in street name, meaning through a broker, bank or other nominee holder of record, you must obtain a written legal proxy from that institution and present it to the judge of election with your ballot to be able to vote in person at the Celgene special meeting. To request a legal proxy, please contact your broker, bank or other nominee holder of record.

When a stockholder of record submits a proxy via the Internet or by telephone, his or her proxy is recorded immediately. You are encouraged to register your vote via the Internet or telephone whenever possible. If you submit a proxy via the Internet or by telephone, please do not return your proxy card by mail. If you attend the Celgene special meeting, you may also vote in person, in which case any votes that you previously submitted—whether via the Internet, by telephone or by mail—will be revoked and superseded by any vote that you cast at the Celgene special meeting. Your attendance at the Celgene special meeting alone will not revoke any proxy previously given.

TABLE OF CONTENTS

By Participants in the Celgene 401(k) Plan

Participants in the Celgene Corporation 401(k) Plan, which is referred to in this joint proxy statement/prospectus as the Celgene 401(k) Plan, who receive this joint proxy statement/prospectus in their capacity as participants in the Celgene 401(k) Plan are entitled to vote using the enclosed proxy card. The proxy card directs the trustee of the Celgene 401(k) Plan to vote a participant's shares as directed on the card. Shares of Celgene common stock held through the Celgene 401(k) Plan for which the trustee of the Celgene 401(k) Plan does not receive voting instructions will be voted by the trustee pro rata in proportion to the shares of Celgene common stock held through the Celgene 401(k) Plan for which the trustee receives voting instructions unless contrary to ERISA. Broadridge must receive your voting instructions via Internet or telephone by 11:59 p.m. (Eastern Time) on April 9, 2019 or via mail by the close of business on April 9, 2019. You may not vote the shares of Celgene common stock you hold through the Celgene 401(k) Plan at the Celgene special meeting.

Generally

If you hold shares of Celgene common stock in street name through a broker, bank or other nominee holder of record, you must obtain a written legal proxy from that institution and present it to the judge of election with your ballot to be able to vote in person at the Celgene special meeting. To request a legal proxy, please contact your broker, bank or other nominee holder of record.

If your shares of Celgene common stock are held in an account at a broker, bank or other nominee holder of record (i.e., in street name), you must instruct the broker, bank or other nominee holder of record on how to vote your shares. Your broker, bank or other nominee holder of record will vote your shares only if you provide instructions on how to vote by filling out the voting instruction form sent to you by your broker, bank or other nominee holder of record with this joint proxy statement/prospectus. Under stock exchange rules, brokers, banks and other nominee holders of record are precluded from exercising their voting discretion with respect to non-routine or significant matters, such as the adoption of the merger agreement, the approval of the Celgene adjournment proposal and the approval of the Celgene compensatory advisory proposal. As a result, absent specific instructions from the beneficial owner of shares of Celgene common stock, broker, banks and other nominees holders of record are not empowered to vote such shares.

Broker non-votes are shares held by a broker, bank or other nominee holder of record with respect to which the broker, bank or other nominee holder of record is not instructed by the beneficial owner of such shares on how to vote on a particular proposal and the broker, bank or other nominee holder of record does not have discretionary voting power on such proposal. Because brokers, banks and other nominee holders of record do not have discretionary voting authority with respect to any of the proposals to be considered at the Celgene special meeting as described in this joint proxy statement/prospectus, if a beneficial owner of shares of Celgene common stock held in street name does not give voting instructions to the broker, bank or other nominee holder of record, then those shares will not be present in person or represented by proxy at the Celgene special meeting.

A beneficial owner's failure to instruct the broker, bank or other nominee holder of record how to vote shares of Celgene common stock held in street name will therefore have the same effect as a vote AGAINST the adoption of the merger agreement. A beneficial owner's failure to instruct the broker, bank or other nominee holder of record how to vote shares of Celgene common stock held in street name will have no effect on the proposal to approve the Celgene adjournment proposal or the proposal to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal, except, with respect to the Celgene compensation advisory proposal, to the extent it results in there being insufficient shares present at the Celgene special meeting to establish a quorum.

All shares represented by each properly completed and valid proxy received before or at the Celgene special meeting will be voted in accordance with the instructions given in the proxy. If a Celgene stockholder signs a proxy card and

returns it without giving instructions for voting on any proposal, the shares of Celgene common stock represented by that proxy card will be voted FOR the proposal to adopt the merger agreement, FOR the Celgene adjournment proposal and FOR the Celgene compensation advisory proposal.

Your vote is very important, regardless of the number of shares you own. Whether or not you expect to attend the Celgene special meeting in person, please vote or otherwise submit a proxy to vote your shares as promptly as possible so that your shares may be represented and voted at the Celgene special meeting. If your shares of Celgene common stock are held in the name of a bank, broker or other nominee holder of record, please follow the instructions on the voting instruction form furnished to you by such record holder.

TABLE OF CONTENTS

Revocability of Proxies; Changing Your Vote

You may revoke your proxy or change your vote at any time before the closing of the polls at the Celgene special meeting. If you are a Celgene stockholder of record at the record date (the close of business on March 1, 2019), you can revoke your proxy or change your vote by:

- sending a signed notice stating that you revoke your proxy to Celgene Corporation, 86 Morris Avenue, Summit, New Jersey 07901, Attention: Corporate Secretary that bears a date later than the date of the proxy you want to revoke and is received prior to the close of business on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares;
- submitting a valid, later-dated proxy via the Internet or telephone before 11:59 p.m. (Eastern Time) on (i) April 9, 2019 for shares held in the Celgene 401(k) Plan or (ii) April 11, 2019 for all other shares, or by mail that is received prior to (i) the close of business on April 9, 2019 for shares held in the Celgene 401(k) Plan and (ii) the Celgene special meeting for all other shares; or
- attending the Celgene special meeting (or, if the Celgene special meeting is adjourned or postponed, attending the adjourned or postponed meeting) and voting in person, which automatically will cancel any proxy previously given, or revoking your proxy in person, but your attendance at the Celgene special meeting alone will not revoke any proxy previously given.

If you hold your shares in street name through a broker, bank or other nominee holder of record, you must contact your broker, bank or other nominee holder of record to change your vote or obtain a written legal proxy to vote your shares if you wish to cast your vote in person at the Celgene special meeting.

Solicitation of Proxies; Expenses of Solicitation

This joint proxy statement/prospectus is being provided to holders of shares of Celgene common stock in connection with the solicitation of proxies by the Celgene Board to be voted at the Celgene special meeting and at any adjournments or postponements thereof. Celgene will bear all costs and expenses in connection with the solicitation of proxies, including the costs of filing, printing and mailing this joint proxy statement/prospectus for the Celgene special meeting. Celgene has engaged Innisfree M&A Incorporated and Morrow Sodali, LLC to assist in the solicitation of proxies for the Celgene special meeting and will pay Innisfree M&A Incorporated and Morrow Sodali, LLC an initial fee of approximately \$75,000 and \$35,000, respectively, plus additional fees to be determined at the conclusion of the solicitation and reimbursement of reasonable out-of-pocket expenses.

In addition to solicitation by mail, directors, officers and employees of Celgene or its subsidiaries may solicit proxies from stockholders by telephone, telegram, email, personal interview or other means. Celgene currently expects not to incur any costs beyond those customarily expended for a solicitation of proxies in connection with the adoption of a merger agreement. Directors, officers and employees of Celgene will not receive additional compensation for their solicitation activities, but may be reimbursed for reasonable out-of-pocket expenses incurred by them in connection with the solicitation. Brokers, dealers, commercial banks, trust companies, fiduciaries, custodians and other nominees have been requested to forward proxy solicitation materials to their customers, and such nominees will be reimbursed for their reasonable out-of-pocket expenses. Celgene will pay the costs associated with the Celgene special meeting and solicitation of proxies, including the costs of mailing the proxy materials.

Householding

The SEC has adopted a rule concerning the delivery of annual reports and proxy statements. It permits Celgene, with your permission, to send a single notice of meeting and, to the extent requested, a single copy of this joint proxy statement/prospectus to any household at which two or more stockholders reside if they appear to be members of the same family. This rule is called householding, and its purpose is to help reduce printing and mailing costs of proxy

materials. If you are a registered stockholder, please check the appropriate box on your proxy card or select the householding option when you vote by Internet or phone if you would like to participate in Celgene's householding program. Stockholders who participate in householding will continue to receive separate proxy cards, and householding will not affect the mailing of account statements or special notices in any way.

A number of brokerage firms have instituted householding for shares held in street name. If you and members of your household have multiple accounts holding shares of Celgene common stock, you may have received a

TABLE OF CONTENTS

householding notification from your broker. Please contact your broker directly if you have questions, require additional copies of this joint proxy statement/prospectus or wish to revoke your decision to household. These options are available to you at any time.

Adjournment

Celgene stockholders are being asked to approve a proposal that will give the Celgene Board authority to adjourn the Celgene special meeting one or more times for the purpose of soliciting additional proxies in favor of the adoption of the merger agreement if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof. If the Celgene adjournment proposal is approved, the Celgene special meeting could be adjourned to any date. In addition, the Celgene Board, with or without stockholder approval, could postpone the Celgene special meeting before it commences, whether for the purpose of soliciting additional proxies or for other reasons. If the Celgene special meeting is adjourned for the purpose of soliciting additional proxies, stockholders who have already submitted their proxies will be able to revoke them at any time prior to their use. If you sign and return a proxy and do not indicate how you wish to vote on any proposal, or if you indicate that you wish to vote in favor of the adoption of the merger agreement but do not indicate a choice on the Celgene adjournment proposal or the Celgene compensation advisory proposal, your shares will be voted in favor of the Celgene adjournment proposal and the Celgene compensation advisory proposal. But if you indicate that you wish to vote against the adoption of the merger agreement, your shares will only be voted in favor of the Celgene adjournment proposal or the Celgene compensation advisory proposal if you indicate that you wish to vote in favor of that proposal.

Other Information

The matters to be considered at the Celgene special meeting are of great importance to the stockholders of Celgene. Accordingly, you are urged to read and carefully consider the information contained in or incorporated by reference into this joint proxy statement/prospectus and submit your proxy via the Internet or by telephone or complete, date, sign and promptly return the enclosed proxy card in the enclosed postage-paid envelope. **If you submit your proxy via the Internet or by telephone, you do not need to return the enclosed proxy card.**

Assistance

If you need assistance in completing your proxy card or have questions regarding the Celgene special meeting, please contact:

Innisfree M&A Incorporated
501 Madison Avenue, 20th Floor
New York, New York 10022
Telephone (Toll-Free): (877) 750-9497
International Callers: (412) 232-3651
Banks and brokers may call collect: (212) 750-5833

or

Celgene Corporation
86 Morris Avenue
Summit, New Jersey 07901

Attention: Corporate Secretary
Telephone: (908) 673-9000

93

TABLE OF CONTENTS

CELGENE PROPOSAL I: ADOPTION OF THE MERGER AGREEMENT AND BRISTOL-MYERS SQUIBB PROPOSAL I: APPROVAL OF THE STOCK ISSUANCE

General

This joint proxy statement/prospectus is being provided to holders of shares of Celgene common stock in connection with the solicitation of proxies by the Celgene Board to be voted at the Celgene special meeting and at any adjournments or postponements of the Celgene special meeting. At the Celgene special meeting, Celgene will ask its stockholders to vote on (i) a proposal to adopt the merger agreement, (ii) the Celgene adjournment proposal and (iii) the Celgene compensation advisory proposal.

This joint proxy statement/prospectus is being provided to holders of shares of Bristol-Myers Squibb stock in connection with the solicitation of proxies by the BMS Board to be voted at the Bristol-Myers Squibb special meeting and at any adjournments or postponements of the Bristol-Myers Squibb special meeting. At the Bristol-Myers Squibb special meeting, Bristol-Myers Squibb will ask its stockholders to vote on (i) a proposal to approve the stock issuance and (ii) the Bristol-Myers Squibb adjournment proposal.

The merger agreement provides for the merger of Merger Sub with and into Celgene, with Celgene continuing as the surviving corporation and a wholly-owned subsidiary of Bristol-Myers Squibb. **The merger will not be completed and the merger consideration will not be paid unless Celgene stockholders adopt the merger agreement and Bristol-Myers Squibb stockholders approve the stock issuance and the other closing conditions specified in the merger agreement are met.** A copy of the merger agreement is attached as Annex A to this joint proxy statement/prospectus. You are urged to read the merger agreement in its entirety because it is the legal document that governs the merger. For additional information about the merger, see [The Merger Agreement—Structure of the Merger](#) and [The Merger Agreement—Merger Consideration](#) beginning on [pages 172 and 173](#), respectively, of this joint proxy statement/prospectus.

Upon completion of the merger, each share of Celgene common stock will be converted into the right to receive \$50.00 in cash without interest thereon, one share of Bristol-Myers Squibb common stock and one CVR. Based on the number of shares of Celgene common stock outstanding as of January 29, 2019, Bristol-Myers Squibb expects to issue approximately 701,024,507 shares of Bristol-Myers Squibb common stock to Celgene stockholders pursuant to the merger. The actual number of shares of Bristol-Myers Squibb common stock to be issued pursuant to the merger will be determined at completion of the merger based on the number of shares of Celgene common stock outstanding at such time. In addition, shares of Bristol-Myers Squibb common stock may be issued from time to time following the effective time of the merger to holders of Celgene equity awards on the terms set forth in the merger agreement. See [The Merger Agreement—Treatment of Celgene Equity Awards](#) beginning on [page 175](#) of this joint proxy statement/prospectus for a more detailed explanation. Based on the number of shares of Celgene common stock outstanding as of January 29, 2019, and the number of shares of Bristol-Myers Squibb common stock outstanding as of January 24, 2019, it is expected that, immediately after completion of the merger, former Celgene stockholders will own approximately 31% of the outstanding shares of Bristol-Myers Squibb common stock.

Background of the Merger

Members of management and the board of directors of each of Celgene and Bristol-Myers Squibb regularly review and assess their respective company's performance and operations, financial condition, and industry and regulatory developments in the context of each company's long-term strategic goals and plans. These reviews have included consideration, from time to time, of potential opportunities to enhance stockholder value, including potential strategic acquisitions and divestitures, collaborations, investments and other strategic transactions and opportunities. In the case of Bristol-Myers Squibb, potential strategic considerations, including transactions with Celgene, were reviewed from

time to time with its financial advisors, including Morgan Stanley and Moelis & Company. These reviews also have included consideration of whether such potential opportunities to enhance stockholder value would further each company's strategic objectives and its ability to serve patients, as well as the potential benefits and risks of those transactions in light of, among other things, each company's competitive position and the business and regulatory environment faced by each company (including developments in the biopharmaceutical industry).

In early 2017, members of Celgene management and members of Bristol-Myers Squibb management engaged in preliminary discussions regarding a possible stock for stock merger of equals between the two companies. In

TABLE OF CONTENTS

connection with these discussions, Bristol-Myers Squibb and Celgene entered into a mutual confidentiality agreement on April 4, 2017 to enable the sharing of limited, initial diligence materials between the companies. However, following these exploratory conversations and prior to commencing full due diligence, in June 2017 the parties decided to end further consideration of the potential transaction, and accordingly ceased discussions relating thereto.

On June 14, 2018, the BMS Board held a regularly scheduled meeting, with members of Bristol-Myers Squibb management in attendance. At this meeting, members of the BMS Board and management discussed potential strategic business development plans and opportunities, including potential strategic transactions. At the conclusion of the meeting, the BMS Board determined to revisit the evaluation of strategic business development plans and opportunities and discuss at a regularly scheduled meeting of the BMS Board in September potential next steps and directed members of Bristol-Myers Squibb management to, in conjunction with appropriate external advisors, continue the evaluation of potential strategic business development plans and opportunities, including potential strategic transactions.

On September 11 and 12, 2018, the BMS Board held a regularly scheduled meeting, with members of Bristol-Myers Squibb management in attendance on both days and representatives of Morgan Stanley, one of Bristol-Myers Squibb's financial advisors in connection with the potential transaction, in attendance on September 12, 2018. At these meetings, members of Bristol-Myers Squibb management and representatives of Morgan Stanley provided to the BMS Board an update on the ongoing evaluation of potential strategic business development plans and opportunities, which included a potential strategic transaction involving the acquisition of Celgene. As part of this discussion, the BMS Board discussed the strategic rationale of a potential acquisition of Celgene, and members of Bristol-Myers Squibb management and Morgan Stanley discussed with the BMS Board preliminary financial analyses related to a potential acquisition of Celgene based on publicly available information. The BMS Board discussed the potential of making an acquisition proposal to Celgene and the range of aggregate values of such a proposal. After discussion, the BMS Board determined that it was advisable to continue to explore a potential acquisition of Celgene and, in connection therewith, authorized and directed Giovanni Caforio, M.D., Chairman and Chief Executive Officer of Bristol-Myers Squibb, to approach Mr. Mark Alles, Chairman and Chief Executive Officer of Celgene, to propose a potential transaction in which Bristol-Myers Squibb would acquire Celgene and Celgene stockholders would receive cash and Bristol-Myers Squibb common stock. The BMS Board granted Dr. Caforio the discretion to determine the specific aggregate value per share for purposes of the initial acquisition proposal, as well as the mix of cash and Bristol-Myers Squibb common stock comprising the aggregate value per share.

Following the discussion with the BMS Board on September 11 and 12, 2018, and continuing through the next regularly scheduled meeting of the BMS Board on December 5, 2018, members of Bristol-Myers Squibb management, with the assistance of its advisors, conducted a thorough due diligence review of Celgene on the basis of publicly available information. This assessment focused on key value drivers, including technical, regulatory, intellectual property and commercial matters for individual assets, functional and operational capabilities, organizational structure, and the evolving landscape in each of Celgene's therapeutic areas, as well as identified key areas for further focus if Celgene were to agree to a confidential due diligence process.

On September 13, 2018, Dr. Caforio contacted Mr. Alles to request a meeting which was subsequently scheduled for September 21, 2018.

On September 14, 2018, the BMS Board held a special meeting during which, among other things, Dr. Caforio provided an update on discussions with Celgene and Mr. Alles to date.

On September 21, 2018, Mr. Alles met with Dr. Caforio for dinner, during which Dr. Caforio proposed and provided a written presentation outlining a potential transaction in which Bristol-Myers Squibb would acquire Celgene and Celgene stockholders would receive cash and Bristol-Myers Squibb common stock with an aggregate value of \$110

per share. Dr. Caforio also indicated to Mr. Alles that the proposal was subject to review and completion of due diligence on Celgene and negotiation of mutually acceptable definitive agreements. Dr. Caforio did not convey to Mr. Alles during the meeting a specific proposed split between cash and stock, or the manner in which the stock consideration would be converted into an exchange ratio, but Dr. Caforio noted that Bristol-Myers Squibb was contemplating that the stock portion of the consideration would provide Celgene stockholders with ownership in the combined company in the mid-30 percent range. Based on the closing price of Bristol-Myers Squibb common stock of \$61.75 and Celgene common stock of \$88.30 on September 20, 2018,

TABLE OF CONTENTS

the day prior to the receipt of the proposal, and assuming that the exchange ratio would provide Celgene stockholders with approximately 35% ownership of the combined company, the cash portion of the consideration in the proposal was implied to be approximately \$35 per share. The \$110 aggregate value per share represented a premium of approximately 25% when compared to the \$88.30 per share closing price of Celgene common stock on September 20, 2018, the day prior to the receipt of the proposal.

On September 25, 2018, Mr. Alles met with the Executive Committee of the Celgene Board to discuss the proposal received from Bristol-Myers Squibb. The Executive Committee agreed that the proposal would be discussed in more detail at the next regularly scheduled meeting of the Celgene Board on October 16 and 17, 2018.

On October 1, 2018, Mr. Alles contacted Dr. Caforio to inform him that the Celgene Board would discuss the September 21 proposal at its upcoming meeting later that month. The following day, after providing the BMS Board on October 1, 2018 with an update of his discussion with Mr. Alles, Dr. Caforio sent an e-mail to Mr. Alles reaffirming the proposal and requesting access to due diligence.

On October 8, 2018, the Celgene Board held a special meeting, with members of Celgene management in attendance. Mr. Alles updated the Celgene Board regarding the proposal from Bristol-Myers Squibb, and told the Celgene Board that the proposal, as well as Celgene's long-range strategic plan, would be discussed in more detail the following week during the regularly scheduled meeting of the Celgene Board on October 16 and 17, 2018.

On October 14, 2018, Dr. Caforio sent an e-mail to Mr. Alles in advance of the planned Celgene Board meeting reaffirming that, notwithstanding the recent volatility in the market prices of Celgene common stock and Bristol-Myers Squibb common stock, Bristol-Myers Squibb remained interested in pursuing a potential transaction on the terms previously proposed. The price of both Celgene common stock and of Bristol-Myers Squibb common stock had declined since September 21, 2018, with the closing price of Celgene common stock on October 12, 2018 (the last trading day prior to the e-mail) being \$82.58 per share, and the closing price of Bristol-Myers Squibb common stock on that day being \$57.51 per share.

On October 16, 2018, the Celgene Board met and reviewed and discussed Celgene's long-range strategic plan and outlook presented by members of Celgene management. The Celgene Board meeting continued the following day, with representatives of J.P. Morgan Securities LLC (which is referred to in this joint proxy statement/prospectus as J.P. Morgan), financial advisor to Celgene, and Wachtell, Lipton, Rosen & Katz, which is referred to in this joint proxy statement/prospectus as Wachtell Lipton, Celgene's legal counsel, in attendance. Members of Celgene management and representatives of J.P. Morgan provided an overview of the terms of the Bristol-Myers Squibb proposal, as well as preliminary analyses relating to valuation, including those based on the financial information prepared by members of Celgene management in connection with Celgene's long-range strategic plan. Members of Celgene management also noted certain near-term events that they expected would be positive developments for the company, including the announcement later that month of Celgene's earnings results for the third quarter of 2018 and Celgene's expected presentations for the Annual Meeting of the American Society of Hematology, which is referred to in this joint proxy statement/prospectus as ASH, in December 2018. Representatives of Wachtell Lipton advised the Celgene Board regarding the directors' fiduciary duties. Following discussion, the Celgene Board unanimously determined that, notwithstanding the potential strategic merit of a combination between Bristol-Myers Squibb and Celgene, the terms outlined by Bristol-Myers Squibb did not at that time provide the Celgene stockholders with sufficient value and, therefore, did not provide for a basis to proceed to due diligence with Bristol-Myers Squibb. The Celgene Board further agreed that the Executive Committee of the Celgene Board should monitor and instruct members of Celgene management on behalf of the Celgene Board regarding subsequent interactions with Bristol-Myers Squibb, and that the full Celgene Board would be convened as appropriate.

On October 18, 2018, Mr. Alles called Dr. Caforio to convey the Celgene Board's determination. Dr. Caforio asked if the Celgene Board had concerns regarding the strategic fit between the two companies, the potential mix of cash and stock, the structure of the proposed transaction, social issues or any other factor beyond value. Mr. Alles reported that Celgene's response substantially reflected the Celgene Board's belief that the terms outlined by Bristol-Myers Squibb did not provide sufficient value at that time to Celgene stockholders, but acknowledged the strategic merit and logic of a potential transaction between the companies.

TABLE OF CONTENTS

On October 31, 2018, at Dr. Caforio's request, Dr. Caforio and Mr. Alles met, during which the two discussed recent events for both companies and in the biopharmaceutical industry generally, including the recent decline in the stock prices of biopharmaceutical companies, including both Bristol-Myers Squibb and Celgene. Dr. Caforio and Mr. Alles discussed the impact of these events on a potential transaction between the companies, as well as certain upcoming events for Celgene. Dr. Caforio suggested that he would contact Mr. Alles regarding the potential transaction in early December 2018 following Celgene's presentation of clinical data at ASH.

Between October 31, 2018 and December 5, 2018, members of Bristol-Myers Squibb and Bristol-Myers Squibb's external advisors, in coordination with the BMS Board, continued to analyze the potential transaction with Celgene and the possible terms of a revised proposal, which included the preparation of an update to the long-term financial plan for Bristol-Myers Squibb. During this period of time and afterward, members of Celgene management, with the assistance of its advisors, conducted a thorough due diligence review of Bristol-Myers Squibb on the basis of publicly available information. This assessment focused on key value drivers, including technical, regulatory, intellectual property and commercial matters for individual assets, functional and operational capabilities, organizational structure and therapeutic areas, as well as identified key areas for further focus if the parties were to engage in a confidential due diligence process.

On November 15, 2018, Dr. Caforio called Mr. Alles and informed him that Bristol-Myers Squibb was preparing a revised proposal for the acquisition of Celgene, and that he hoped to be in a position to present this proposal to Mr. Alles on December 5, 2018, following the next regularly scheduled meeting of the BMS Board. During this conversation, Dr. Caforio requested the ability to conduct, prior to the upcoming BMS Board meeting on December 5, 2018, limited due diligence relating to certain Celgene intellectual property to help inform Bristol-Myers Squibb's revised proposal.

On November 16, 2018, the Executive Committee of the Celgene Board met with Mr. Alles to discuss Bristol-Myers Squibb's request for limited due diligence relating to certain Celgene intellectual property and determined that it would be appropriate to allow Bristol-Myers Squibb to conduct this limited due diligence, but that Celgene also should request the ability to conduct limited reverse due diligence on certain Bristol-Myers Squibb intellectual property because these assets could affect the value of a potential transaction for Celgene's stockholders.

On November 19, 2018, Mr. Alles called Dr. Caforio to convey the Executive Committee's determination and, on November 20, 2018, Dr. Caforio contacted Mr. Alles to inform Mr. Alles that Bristol-Myers Squibb was willing to proceed on that basis with mutual limited due diligence.

On November 23, 2018, Celgene and Bristol-Myers Squibb entered into a mutual confidentiality agreement, which included mutual standstill provisions that would terminate with respect to either party if such party were to enter into a definitive agreement with a third party providing for a change-of-control transaction.

In late November 2018, Bristol-Myers Squibb began working with Morgan Stanley regarding the debt financing that it intended to obtain in connection with the potential transaction. During the period from that time through signing of the merger agreement, Bristol-Myers Squibb engaged in ongoing discussions with Morgan Stanley and negotiated the terms of a commitment letter with Morgan Stanley Senior Funding, Inc., which is referred to in this joint proxy statement/prospectus as MSSF, and MUFG Bank, Ltd., which is referred to in this joint proxy statement/prospectus as MUFG, for a bridge loan facility to finance the cash portion of the consideration payable in the proposed transaction.

During a meeting on November 28, 2018 and in subsequent teleconferences, members of management of each of Bristol-Myers Squibb and Celgene reviewed intellectual property matters with respect to the other company.

On December 5, 2018, the BMS Board held a regularly scheduled meeting, with members of Bristol-Myers Squibb management and representatives of Kirkland & Ellis, outside legal advisor to Bristol-Myers Squibb, Morgan Stanley, Evercore, Dyal Co. and Joele Frank, public relations advisor to Bristol-Myers Squibb, in attendance. At this meeting, Dr. Caforio provided the BMS Board with an update on discussions with Celgene to date, as well as the strategic benefits of a potential transaction with Celgene, including as compared to other strategic alternatives available to Bristol-Myers Squibb, and an update on certain strategic initiatives of Bristol-Myers Squibb. Representatives of Kirkland & Ellis then advised the BMS Board regarding directors' fiduciary duties, which included an overview of directors' fiduciary duties when considering a potential transaction with Celgene. Representatives of Kirkland & Ellis also reviewed with the BMS Board preliminary

TABLE OF CONTENTS

disclosure that had been provided by each of Morgan Stanley, Evercore and Dyal Co. prior to the meeting with respect to any material relationships with either Bristol-Myers Squibb or Celgene. The BMS Board determined that such relationships or engagements would not interfere with the respective financial advisors' abilities to provide financial advisory services to Bristol-Myers Squibb. Members of Bristol-Myers Squibb management then provided an overview of preliminary due diligence findings based on the intellectual property information provided to date by Celgene, including how these findings relate to certain key Celgene products and pipeline products. Members of Bristol-Myers Squibb management also presented their findings from their assessment of Celgene's pipeline assets based on publicly available information. Representatives of Morgan Stanley, Evercore and Dyal Co., together with members of Bristol-Myers Squibb management, discussed with the BMS Board certain preliminary financial analyses and other considerations related to the potential transaction, including those based on the updated long-term financial plan that was reviewed with the BMS Board by members of Bristol-Myers Squibb management. In connection with their review of the updated long-term financial plan, Bristol-Myers Squibb's management and the BMS Board discussed potential upside variables that were not reflected in the projections. The BMS Board, together with members of Bristol-Myers Squibb management and certain external advisors in attendance, then discussed potential frameworks for a revised proposal and related analyses. Representatives of Kirkland & Ellis then reviewed with the BMS Board key terms of a draft merger agreement related to the transaction. Following further discussion of these matters, the BMS Board determined that it was advisable to continue the exploration and pursuit of a possible acquisition of Celgene and in connection therewith authorized and directed Dr. Caforio to make a proposal to Mr. Alles of up to \$110 per share of Celgene common stock (including a significant increase to the cash portion of the proposed merger consideration). The BMS Board further determined that a proposal could consist of a range of cash and stock consideration amounting to an aggregate value of up to \$110 per share, including a higher cash component than had been previously proposed, and authorized and directed Dr. Caforio to propose a mix of cash and stock consideration within this range that equated to an aggregate value of up to \$110 per share of Celgene common stock.

On December 5, 2018, following the meeting of the BMS Board, Dr. Caforio sent a letter to Mr. Alles proposing a transaction in which Bristol-Myers Squibb would acquire Celgene for \$55.00 in cash and 0.930 of a share of Bristol-Myers Squibb common stock, for each share of Celgene common stock. The letter indicated that the proposal was subject to completion of due diligence and negotiation of mutually acceptable definitive agreements. The letter also noted that the revised proposal represented an increase in aggregate value, as well as an increase in the cash component. The letter requested immediate progression to full due diligence, and indicated a strong desire to announce a transaction by January 2, 2019 given the significant risks to both companies, as well as the risk of not being able to reach agreement on a mutually beneficial transaction, if there were a leak relating to discussions between the parties. The letter also proposed that two current members of the Celgene Board would be added to the BMS Board upon the closing of the transaction. Assuming that each share of Bristol-Myers Squibb common stock had a value of \$52.03, which was the closing price of Bristol-Myers Squibb common stock on December 4, 2018 (the last trading day prior to the date of the letter), the proposal represented an aggregate value of \$103.39 per share of Celgene common stock, whereas the September 21 proposal represented an aggregate value of approximately \$98 per share of Celgene common stock (based on the assumptions described above in regard to the September 21 proposal). The closing price of Celgene common stock on December 4, 2018 was \$72.47 per share, resulting in a premium of approximately 43% for the revised proposal and a premium of approximately 35% for the September 21 proposal.

On December 6, 2018, the Celgene Board held a meeting, with members of Celgene management and representatives of Wachtell Lipton in attendance. Members of Celgene management provided an overview of the revised proposal from Bristol-Myers Squibb, including the request for immediate progression to full due diligence and desire to announce a transaction by January 2, 2019. During the discussion, members of Celgene management also noted certain market and industry developments that had occurred since the prior meeting of the Celgene Board, including the decline in the stock prices of both Bristol-Myers Squibb common stock and Celgene common stock, the general decline in the stock prices of biopharma peers and other macroeconomic dynamics faced by the industry generally. Members of Celgene management then presented certain financial analyses of the transaction terms proposed by

Bristol-Myers Squibb, including those based on the financial information underlying Celgene's long-range strategic plan. Members of Celgene management also outlined certain financial aspects of the revised proposal, including as compared to Bristol-Myers Squibb's previous proposal, considerations related to the relative mix of cash and Bristol-Myers Squibb stock reflected in the

TABLE OF CONTENTS

proposal, the value of the proposal and premium represented by the proposal relative to current and historical Celgene and Bristol-Myers Squibb stock prices, and the potential value creation of the combined company. Members of Celgene management and the Celgene Board discussed that, for purposes of comparing the revised proposal to Bristol-Myers Squibb's original proposal, if each Bristol-Myers Squibb share had a value equal to the Bristol-Myers Squibb closing price on September 20, 2018 (the day before the original proposal), the revised proposal of \$55.00 in cash and 0.930 of a share of Bristol-Myers Squibb common stock would represent an aggregate value of \$112.43 per share, as compared to the original proposal of \$110.00 per share. Representatives of Wachtell Lipton advised the Celgene Board regarding the directors' fiduciary duties. Following discussion, the Celgene Board unanimously determined that, although there may be strategic merit to a combination between Celgene and Bristol-Myers Squibb, the revised proposal was not sufficiently attractive from the perspective of Celgene's stockholders and did not provide a basis for the companies to reach an agreement. The Celgene Board also instructed Mr. Alles to communicate the determination of the Celgene Board to Dr. Caforio and agreed that Mr. Alles could communicate with the Executive Committee of the Celgene Board regarding any subsequent discussions with Bristol-Myers Squibb.

On December 8, 2018, Mr. Alles contacted Dr. Caforio to communicate that the Celgene Board determined the revised proposal continued to undervalue Celgene. Dr. Caforio and Mr. Alles then agreed to meet on December 10, 2018 to further discuss a potential transaction between the companies.

On December 10, 2018, Dr. Caforio and Mr. Alles met and discussed terms of a potential transaction. During the course of these discussions, Dr. Caforio made a verbal proposal to acquire Celgene for an aggregate value of \$108 per share, with the consideration to be composed of one share of Bristol-Myers Squibb common stock (up from the 0.930 exchange ratio previously proposed by Bristol-Myers Squibb) and \$55 in cash. Dr. Caforio indicated to Mr. Alles that such proposal was subject to completion of due diligence of Celgene and negotiation of mutually acceptable definitive agreements. Mr. Alles conveyed to Dr. Caforio that, based on feedback at the prior Celgene Board meeting, he did not believe that the Celgene Board would accept the proposal, reminding Dr. Caforio that the Celgene Board had previously rejected a proposal in October with a headline value of \$110 at that time and noting that reaching a definitive agreement by January 2, 2019 would be difficult. Dr. Caforio then made a further revised verbal proposal to Mr. Alles to acquire Celgene for one share of Bristol-Myers Squibb common stock and \$57 in cash for each share of Celgene common stock. Dr. Caforio indicated that this proposal was subject to the approval of the BMS Board and, like the other proposals discussed, completion of due diligence of Celgene and negotiation of mutually acceptable definitive agreements. Assuming that each share of Bristol-Myers Squibb common stock had a value of \$53.08, which was the closing price of Bristol-Myers Squibb common stock on December 7, 2018 (the last trading day prior to the proposal), the proposal represented an aggregate value of \$110.08 per Celgene share. The closing price of Celgene common stock on December 7, 2018 was \$70.08 per share. Therefore, the aggregate value of \$110.08 per share represented a premium of approximately 57% when compared to this closing price. Dr. Caforio also reiterated the importance of signing an agreement by January 2, 2019 and commencing full mutual due diligence. Mr. Alles conveyed that he would communicate the revised proposal to the Celgene Board.

Later in the day on December 10, 2018, the BMS Board held a special meeting, with members of Bristol-Myers Squibb management in attendance. At this meeting, Dr. Caforio provided an update to the BMS Board on the potential transaction with Celgene, including the revised proposal Dr. Caforio provided to Mr. Alles earlier that day (which was subject to review and approval by the BMS Board). The BMS Board indicated its support for the proposal made by Dr. Caforio to Mr. Alles earlier in the day.

Following the meeting, on December 10, 2018, Dr. Caforio sent Mr. Alles a letter confirming Bristol-Myers Squibb's revised proposal in which Celgene stockholders would receive one share of Bristol-Myers Squibb common stock and \$57 in cash for each share of Celgene common stock.

On December 10, 2018, the Executive Committee of the Celgene Board met to discuss the revised proposal. The Executive Committee determined that the proposal warranted further consideration by the full Celgene Board and authorized members of Celgene management to engage with their counterparts at Bristol-Myers Squibb on a mutual due diligence exercise.

Over the next several days, members of management of the two companies made arrangements to begin a mutual due diligence process. On December 13, 2018, members of management of the two companies held mutual due diligence sessions in New York City, which were also attended by certain advisors of Bristol-Myers Squibb and

TABLE OF CONTENTS

Celgene, Bristol-Myers Squibb and Celgene each made available to the other, and each other's representatives, due diligence information regarding itself and its business, including via upload of documentation to a data room, which was opened on December 16, 2018. From December 13, 2018 until January 2, 2019, each company and its representatives continued their respective due diligence investigation of the other company and its business. The due diligence activities included data room reviews, in-person meetings, conference calls and other interactions between Bristol-Myers Squibb and Celgene management teams by function, covering technical, regulatory, commercial, manufacturing, intellectual property, legal, organizational, human resources, and financial matters. Due diligence findings, including risks and upside opportunities, were reviewed by members of management of each of Bristol-Myers Squibb and Celgene with their respective boards of directors to help inform the strategic merits and financial analyses of the potential transaction.

On December 13 and 14, 2018, members of Bristol-Myers Squibb management met with representatives from two credit ratings agencies to discuss the potential transaction.

On December 14, 2018, the Celgene Board held a special meeting to discuss the revised proposal from Bristol-Myers Squibb, with members of Celgene management and representatives of J.P. Morgan, Citigroup Global Markets Inc., which is referred to in this joint proxy statement/prospectus as Citigroup, also a financial advisor to Celgene, and Wachtell Lipton in attendance. Members of Celgene management provided an overview of the revised proposal, including Bristol-Myers Squibb's focus on announcing a transaction by January 2, 2019, and an update on full mutual due diligence. Members of Celgene management discussed with the Celgene Board the strategic rationale of the potential transaction, noting the strategic and industrial fit between the two companies. Members of Celgene management also outlined certain financial aspects of the revised proposal, initial findings from due diligence and the potential value creation of the combined company. Members of Celgene management also discussed other developments, including the decline in the prices of both Bristol-Myers Squibb common stock and Celgene common stock and the general decline in the stock prices of biopharma peers. They discussed how these dynamics could affect possible outcomes and risks with respect to Celgene's most significant pipeline products and Celgene's long-range strategic plan. Members of Celgene management and the Celgene Board also discussed how the revised proposal compared to the prior Bristol-Myers Squibb proposals. They discussed that the revised proposal, when compared to Bristol-Myers Squibb's prior proposal on December 5, included both an increase in the stock portion of the consideration (from 0.930 of a share of Bristol-Myers Squibb common stock to one share of Bristol-Myers Squibb common stock) and an increase in the cash portion of the consideration (from \$55 in cash to \$57 in cash). In addition, they discussed that, for purposes of comparing the revised proposal to Bristol-Myers Squibb's original proposal, the revised proposal of \$57.00 in cash and one share of Bristol-Myers Squibb common stock—if each Bristol-Myers Squibb share had a value equal to the Bristol-Myers Squibb closing price on September 20, 2018 (the day before the original proposal)—would have an aggregate value of \$118.75 per share, as compared to the original proposal of \$110.00 per share.

Representatives of Wachtell Lipton provided an overview of the directors' fiduciary duties when reviewing strategic alternatives. Members of Celgene management, together with Celgene's financial and legal advisors, then discussed with the Celgene Board potential responses to the revised proposal, including considerations relating to possible outreach to other potentially interested parties based on, among other things, the industry and market knowledge and experience of management, the directors and Celgene's financial advisors. Following discussion, the Celgene Board determined that members of Celgene management should continue discussions with Bristol-Myers Squibb regarding a potential transaction on the basis of Bristol-Myers Squibb's revised proposal. The Celgene Board also determined that outreach to multiple parties could present meaningful risks and, accordingly, concluded that the Executive Committee of the Celgene Board, with advice from members of Celgene management and Celgene's financial advisors, should determine whether to make any market outreach and, if so, to whom, taking into consideration these risks and the very limited number of parties that the directors believed had the scale and similar strategic focus to enable them to present a proposal that could be competitive with Bristol-Myers Squibb's revised proposal.

Later in the day on December 14, 2018, Dr. Caforio and Mr. Alles spoke by telephone. During this conversation, Mr. Alles advised Dr. Caforio that members of Celgene management and its external advisors had been authorized by the Celgene Board to continue discussions with Bristol-Myers Squibb on the basis of the revised

TABLE OF CONTENTS

proposal and that they were aligned with the goal of trying to reach a definitive agreement by January 2, 2019. During this conversation, Dr. Caforio communicated to Mr. Alles that the current proposal, which would provide Celgene stockholders with one share of Bristol-Myers Squibb common stock and \$57 in cash per Celgene share, represented Bristol-Myers Squibb's best and final offer.

Later that day, on behalf of Bristol-Myers Squibb, Kirkland & Ellis provided an initial draft merger agreement to Wachtell Lipton, on behalf of Celgene. The draft merger agreement included, among other things, a provision that either company's board of directors would be permitted to change its recommendation to stockholders in favor of the transaction in response to a superior proposal but would not be able to unilaterally terminate the merger agreement in these circumstances. It also provided that each party would be required to pay the other party a termination fee equal to 3.75% of the transaction equity value if the merger agreement were terminated in specified circumstances, including in connection with a change of recommendation by a party's board of directors. The draft merger agreement included a covenant requiring Bristol-Myers Squibb to divest assets or take similar actions if necessary to obtain regulatory approvals so long as doing so would not have a material adverse effect on either party. The draft merger agreement included a material adverse effect provision that would allow a party to not close the transaction if the other party experienced a material adverse effect, and the definition of material adverse effect had certain exclusions for, among other things, macroeconomic and industry events. In addition, the draft agreement provided that two of Celgene's directors, to be mutually agreed between Celgene and Bristol-Myers Squibb, would be added upon the closing of the transaction to the BMS Board.

On December 16, 2018, the Executive Committee of the Celgene Board met to discuss potential outreach to other parties that could potentially be interested in a strategic transaction with Celgene. The Executive Committee considered various factors, including the risks posed by outreach to multiple parties, current market dynamics, potential for strategic fit, and ability to consummate, and likely interest in, a transaction with Celgene on terms that would be competitive with Bristol-Myers Squibb's current proposal. Following discussion, the Executive Committee determined that an inquiry should be made to Party A, a large publicly traded pharmaceutical company, which, in the view of the Executive Committee of the Celgene Board, was the only company that potentially would have a strategic fit with Celgene that was as strong as that between Celgene and Bristol-Myers Squibb, as well as the scale to enable it to present a proposal that could be competitive with Bristol-Myers Squibb's revised proposal, if desired.

On December 17, 2018, at the direction of and on behalf of Celgene, a representative of J.P. Morgan contacted the chief executive officer of Party A, explained that Celgene was considering a change-of-control transaction and asked if Party A would be interested in presenting a proposal.

On December 18, 2018, the chief executive officer of Party A contacted the representative of J.P. Morgan and indicated that Party A had determined not to make a proposal for a potential strategic transaction with Celgene.

Later that day, on December 18, 2018, Mr. Alles informed the Executive Committee of the Celgene Board of Party A's response. In light of the Executive Committee's view that no company was likely to have both a strategic fit with Celgene that was as strong as that between Celgene and Bristol-Myers Squibb, as well as the scale to match or exceed the consideration offered by Bristol-Myers Squibb, the Executive Committee determined that outreach to additional parties presented a significant unfavorable risk of a leak that would be damaging to Celgene and the prospects of a transaction with Bristol-Myers Squibb, and therefore would not be advisable.

On December 19, 2018, Wachtell Lipton, on behalf of Celgene, sent a revised draft of the merger agreement to Kirkland & Ellis, on behalf of Bristol-Myers Squibb. The revised draft provided, among other things, that each company's board of directors would be permitted to terminate the merger agreement in order to enter into a transaction providing for a superior proposal. It also reduced the termination fee that Celgene would be required to pay to Bristol-Myers Squibb if the merger agreement were terminated in specified circumstances from 3.75% of the equity

transaction value to 2.0% of the equity transaction value. The draft merger agreement included a covenant requiring Bristol-Myers Squibb to divest assets or take similar actions if necessary to obtain regulatory approvals so long as doing so would not have a material adverse effect on the combined company after giving effect to the Celgene acquisition. Furthermore, the draft revised the material adverse effect

TABLE OF CONTENTS

definition applicable to Celgene to exclude any adverse development or events with respect to any of Celgene's existing or pipeline products. The revised draft agreement further provided that three (instead of two) of Celgene's directors would be added upon the closing of the transaction to the BMS Board.

On December 21, 2018, the Celgene Board held a special meeting, with members of Celgene management and representatives of J.P. Morgan, Citigroup and Wachtell Lipton in attendance. Mr. Alles, together with representatives of J.P. Morgan and Citigroup, updated the Celgene Board with respect to the Executive Committee's consideration of conducting outreach to potentially interested parties and the inquiry to, and response from, Party A, and on the due diligence process. Representatives of Wachtell Lipton provided an overview of the directors' fiduciary duties when reviewing strategic alternatives. Following discussion, the Celgene Board determined that in light of, among other things, the response from Party A, the limited universe of additional potential counterparties with similar strategic fit as Bristol-Myers Squibb or the size and strategic interest to complete a transaction on attractive terms, and the risk that additional outreach could cause a leak or otherwise jeopardize the potential transaction with Bristol-Myers Squibb, further outreach to other companies should not be made at that time. The Celgene Board also determined that members of Celgene management should continue discussions with Bristol-Myers Squibb.

On December 24, 2018, Kirkland & Ellis, on behalf of Bristol-Myers Squibb, sent a revised draft of the merger agreement to Wachtell Lipton, on behalf of Celgene. The revised draft reverted to Bristol-Myers Squibb's position on several of the open items, including providing that either company's board of directors would be permitted to change its recommendation to stockholders in favor of the transaction in response to a superior proposal but would not be able to unilaterally terminate the merger agreement in these circumstances; the material adverse effect provision would not exclude any adverse development or events with respect to Celgene's existing or pipeline products; and only two of the Celgene directors would join the board of directors of the combined company. In addition, the draft agreement provided that each party would be required to pay the other party a termination fee equal to 3.25% of the equity transaction value if the merger agreement were terminated in specified circumstances, including in connection with a change in recommendation by a party's board of directors.

On December 27, 2018, Wachtell Lipton, on behalf of Celgene, sent a revised draft of the merger agreement to Kirkland & Ellis, on behalf of Bristol-Myers Squibb. The revised draft provided, among other things, that each company's board of directors would be permitted to terminate the merger agreement in order to enter into a transaction providing for a superior proposal. It also provided that the termination fee that Celgene would be required to pay to Bristol-Myers Squibb if the merger agreement were terminated in specified circumstances would be equal to 2.5% of the equity transaction value, and the termination fee that Bristol-Myers Squibb would be required to pay to Celgene if the merger agreement were terminated in specified circumstances would be equal to 3.0% of the equity transaction value. Furthermore, the material adverse effect definition applicable to each party excluded any adverse regulatory or clinical development or events with respect to each party's pipeline products.

On December 27, 2018, members of Bristol-Myers Squibb management held a board teleconference for members of the BMS Board. At this board teleconference, the BMS Board received an update from members of Bristol-Myers Squibb management on the potential transaction with Celgene, including the ongoing discussions with Celgene. Members of Bristol-Myers Squibb management reviewed with the BMS Board the results of due diligence conducted to date by Bristol-Myers Squibb, in conjunction with its external advisors, as well as recent market developments and conditions since the prior proposal, including stock price declines of Celgene common stock as compared to Bristol-Myers Squibb common stock. Following the discussion, the BMS Board and members of Bristol-Myers Squibb management discussed the potential of making a revised proposal and the potential terms and range of aggregate values of such a proposal. This discussion of a revised proposal included a discussion involving the introduction of a CVR component to the merger consideration for purposes of bridging a reduction in the upfront aggregate value per share. Following further discussions on these matters, the BMS Board indicated its support for Dr. Caforio to convey to Mr. Alles that Bristol-Myers Squibb was unwilling to proceed on the terms of the December 10,

2018 proposal, but Bristol-Myers Squibb was willing to proceed with a revised proposal consisting of \$50 in cash, one share of Bristol-Myers Squibb common stock and a CVR component that would pay up to \$8 per share of Celgene common stock in the event that certain milestones were achieved following the closing.

102

TABLE OF CONTENTS

On December 27, 2018, Dr. Caforio and Mr. Alles met at the request of Dr. Caforio. Dr. Caforio explained that Bristol-Myers Squibb was no longer willing to agree to merger consideration consisting of \$57 in cash and one share of Bristol-Myers Squibb common stock. Dr. Caforio further communicated that Bristol-Myers Squibb would be willing to proceed with a revised proposal consisting of \$50 in cash and one share of Bristol-Myers Squibb common stock, subject to the completion of Celgene due diligence and finalization of mutually acceptable definitive agreements. Based on the closing price of Bristol-Myers Squibb common stock on December 27, 2018 of \$50.41 (the closing price of Bristol-Myers Squibb common stock on that day), the proposal represented an aggregate value of \$100.41 per Celgene share. The closing price of Celgene common stock on December 27, 2018 was \$62.81 per share. Therefore, the aggregate value of \$100.41 per share represented a premium of approximately 60% when compared to this closing price. Dr. Caforio also explained that Bristol-Myers Squibb was willing to include some form of CVR component to the merger consideration that would pay up to \$8 in cash in the event that certain milestones were achieved following the closing. Mr. Alles explained that he would need to discuss the revised proposal with the Celgene Board.

On December 28, 2018, members of Celgene and Bristol-Myers Squibb management discussed and negotiated the terms of a possible CVR, including the amount that could be payable under the CVR and the milestones that needed to be achieved prior to the making of such payments. Members of Celgene management proposed to members of Bristol-Myers Squibb management that the CVR could pay up to \$10, with \$2 payable upon FDA approval of each of Celgene's five near-term, late-stage pipeline assets.

On December 28, 2018, the Celgene Board held a special meeting with members of Celgene management and representatives of J.P. Morgan, Citigroup and Wachtell Lipton in attendance. Members of Celgene management presented and reviewed Bristol-Myers Squibb's revised proposal and updated the Celgene Board on the status of negotiations between the companies regarding the CVR. Representatives of Wachtell Lipton also reviewed with the Celgene Board disclosure that had been provided by each of J.P. Morgan and Citigroup prior to the meeting with respect to any material relationships with either Bristol-Myers Squibb or Celgene. Members of Celgene management and the Celgene Board also discussed that, for purposes of comparing the revised proposal to Bristol-Myers Squibb's original proposal, the revised proposal of \$50.00 in cash, one share of Bristol-Myers Squibb common stock and one CVR—if each Bristol-Myers Squibb share had a value equal to the Bristol-Myers Squibb closing price on September 20, 2018 (the day before the original proposal) and if each CVR paid \$8 in cash—would have an aggregate value of \$119.75 per share, as compared to the original proposal of \$110.00 per share. After discussion, the Celgene Board determined that members of Celgene management should continue to engage with Bristol-Myers Squibb but noted that the terms of the CVR should be clear, tied to near-term events, and aligned with the strategy of the combined company.

On December 29, 2018, the companies continued to negotiate the terms of the CVR. During those negotiations, Bristol-Myers Squibb stated that it was not willing to pay any amount under the CVR unless multiple milestones were achieved before the specified milestone dates. In addition, Bristol-Myers Squibb stated that it would only agree for the CVR to pay up to \$9, not \$10 as requested by Celgene. Finally, under Bristol-Myers Squibb's proposal, the CVR would pay \$9 only if the FDA approves on or before December 31, 2020 the commercial manufacturing, marketing and sale of all of Ozanimod, JCAR017 and bb2121 with certain additional requirements related to the regulatory approvals.

On December 30, 2018, the BMS Board held a special meeting, with members of Bristol-Myers Squibb management and representatives of Kirkland & Ellis, Morgan Stanley, Evercore, and Dyal Co. in attendance. At this meeting, the BMS Board received an update from members of Bristol-Myers Squibb management on the potential transaction with Celgene, including an update on due diligence and the ongoing discussions with Celgene. Representatives of each of Morgan Stanley, Evercore, and Dyal Co., together with members of Bristol-Myers Squibb management, then discussed with the BMS Board certain financial and transaction considerations related to the potential transaction, including an updated financial analysis. Members of Bristol-Myers Squibb management and representatives of the

external advisors in attendance also provided an overview of the proposed CVR component to the merger consideration under various formulations. The BMS Board, together with members of Bristol-Myers Squibb management and representatives of its external advisors in attendance, then discussed the potential of making a revised proposal to Celgene and the range of, and mix of consideration comprising, the aggregate values of such a proposal. Following further discussion on these matters, the BMS Board authorized and directed Dr. Caforio to make a revised proposal that provided flexibility for Celgene to receive upfront consideration consisting of \$50 cash and one share of Bristol-Myers Squibb common

103

TABLE OF CONTENTS

stock or, if Celgene preferred, cash of up to \$57 per share, with an appropriate reduction in the exchange ratio to reflect an aggregate value per share consistent with the \$50 cash and one share of Bristol-Myers Squibb common stock proposal, and, in either case, a CVR that would pay \$9 if the FDA approves on or before December 31, 2020 the commercial manufacturing, marketing and sale of all of Ozanimod, JCAR017 and bb2121 with certain additional requirements related to the regulatory approvals.

On December 30, 2018, Dr. Caforio sent a letter to Mr. Alles confirming the proposal discussed on December 29, 2018. The letter stated that Bristol-Myers Squibb's best and final offer was a price per Celgene common share of \$50 in cash and one share of Bristol-Myers Squibb common stock. In addition, each share of Celgene common stock would receive one CVR that would pay \$9 if the FDA were to approve on or before December 31, 2020 the commercial manufacturing, marketing and sale of all of Ozanimod, JCAR017 and bb2121 with certain additional requirements related to the regulatory approvals. The letter also stated that Bristol-Myers Squibb would be willing to increase the cash component of the consideration to up to \$57 per share, with a corresponding reduction in the exchange ratio to maintain overall value. Furthermore, Bristol-Myers indicated that it would announce an intention to execute a post-closing share buy-back of approximately \$5 billion, which it believed would provide support for the trading price of the Bristol-Myers Squibb common stock received by the Celgene stockholders and allow for additional value-creation upside for the stockholders of the combined company. The letter indicated that the proposal was subject to the completion of limited remaining due diligence and finalization of mutually acceptable definitive agreements, and would expire if a definitive agreement were not signed by 5:00 p.m. on January 5, 2019.

From December 31, 2018 to January 2, 2019, Celgene, Bristol-Myers Squibb and their respective advisors continued to discuss and negotiate the open issues in the merger agreement and the CVR agreement. Following these discussions and negotiations, the companies agreed that the merger agreement would provide that each company's board of directors would be permitted to terminate the merger agreement in order to enter into a transaction providing for a superior proposal. They also agreed that the termination fee that each party would be required to pay to the other party if the merger agreement were terminated in specified circumstances would be equal to \$2.2 billion, which was equal to approximately 2.95% of the equity transaction value (excluding the CVR) and approximately 2.71% of the equity transaction value (including the full nominal value of the CVR), based on the closing price of Bristol-Myers Squibb common stock as of the date prior to announcement of the merger agreement. Furthermore, the companies agreed that the material adverse effect definition applicable to each party would exclude any adverse development or events with respect to either party's pipeline products. With respect to the CVR, the companies also agreed to extend to March 31, 2021 the specified milestone date for the required FDA approval for bb2121 and to eliminate any additional requirements related to the regulatory approvals for Ozanimod, JCAR017 and bb2121.

On January 2, 2019, the Science and Technology Committee of the BMS Board convened to discuss in detail the results of the due diligence conducted with respect to Celgene, including, in particular, due diligence findings with respect to Celgene's products and product pipeline opportunities.

Immediately following the meeting of the Science and Technology Committee of the BMS Board, the BMS Board held a special meeting, with members of Bristol-Myers Squibb management and representatives of Kirkland & Ellis, Morgan Stanley, Evercore and Dyal Co. in attendance. All members of the BMS Board were present at this special meeting other than Mr. Matthew W. Emmens, who was unable to attend. At this meeting, Bristol-Myers Squibb management and the external advisors in attendance reviewed the terms of the potential transaction with the BMS Board. Representatives from Kirkland & Ellis reviewed the fiduciary duties of the directors and the terms of the draft transaction agreements. Members of Bristol-Myers Squibb management then provided an update to the BMS Board on the results of due diligence conducted with respect to Celgene. Representatives from Morgan Stanley, Evercore, and Dyal Co. reviewed with the BMS Board their financial analyses of the merger consideration proposed in the merger, and each of Morgan Stanley, Evercore and Dyal Co. then rendered its respective oral opinion, which was subsequently confirmed in writing, to the BMS Board that, as of that date and subject to the various assumptions

made, procedures followed, matters considered and qualifications and limitations on the scope of the review undertaken as set forth in their respective opinions, the merger consideration to be paid by Bristol-Myers Squibb in the merger pursuant to the merger agreement was fair, from a financial point of view, to Bristol-Myers Squibb. See —Opinions of Bristol-Myers Squibb’s Financial Advisors beginning on page 133 of this joint proxy statement/prospectus. In advance of the meeting, the BMS Board was provided with updated customary disclosure of any material relationships with either

104

TABLE OF CONTENTS

Bristol-Myers Squibb or Celgene by each of Morgan Stanley, Dyal Co. and Evercore, and the BMS Board determined such relationships would not interfere with Morgan Stanley's, Dyal Co.'s or Evercore's ability to continue to provide financial advisory services to Bristol-Myers Squibb. Management of Bristol-Myers Squibb also provided an overview and update on the financing to be arranged for purposes of the transaction. Members of Bristol-Myers Squibb management and the BMS Board discussed a number of factors, including those outlined under —Bristol-Myers Squibb's Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance beginning on page 110 of this joint proxy statement/prospectus. Following discussion, the BMS Board determined, by unanimous vote of all of the directors present at the meeting, that the merger agreement and the transactions contemplated thereby were fair to, and in the best interests of, Bristol-Myers Squibb and its stockholders, approved and declared advisable the merger agreement, the merger and the other transactions contemplated by the merger agreement, and resolved to recommend adoption of the stock issuance by Bristol-Myers Squibb stockholders. Mr. Emmens received and reviewed the materials prior to this special meeting and expressed his support for the transaction, and following the meeting of the BMS Board again confirmed his support for the transaction.

Later that day, on January 2, 2019, the Celgene Board held a special meeting, with members of Celgene management and representatives of J.P. Morgan, Citigroup and Wachtell Lipton in attendance, during which members of Celgene management updated the Celgene Board on the status of negotiations between the companies, including the terms outlined in Bristol-Myers Squibb's December 30, 2018 letter to Celgene and the discussions between the companies following receipt of the letter. The Celgene Board also discussed Bristol-Myers Squibb's offer to increase the cash component of the consideration to \$57 per share, with a corresponding reduction in the exchange ratio to maintain overall value. The Celgene Board, following discussion with members of Celgene management, determined that it would prefer to keep the mix of consideration of \$50 per share in cash and one share of Bristol-Myers Squibb common stock, in light of its view that the stock ownership in the combined company would allow Celgene stockholders to participate in the anticipated earnings and growth of a stronger combined company, as well as any synergies resulting from the merger. Members of Celgene management and the Celgene Board also discussed that, for purposes of comparing the revised proposal to Bristol-Myers Squibb's original proposal, the revised proposal of \$50.00 in cash, one share of Bristol-Myers Squibb common stock and one CVR—if each Bristol-Myers Squibb share had a value equal to the Bristol-Myers Squibb closing price on September 20, 2018 (the day before the original proposal) and if each CVR paid \$9 in cash—would have an aggregate value of \$120.75 per share, as compared to the original proposal of \$110.00 per share. Representatives of Wachtell Lipton reviewed the fiduciary duties of the directors and the terms of the draft transaction agreements. The Celgene Board then reviewed again the disclosure that had been provided by each of J.P. Morgan and Citigroup prior to the meeting of the Celgene Board on December 28, 2018 with respect to any material relationships with either Bristol-Myers Squibb or Celgene and determined such relationships would not interfere with J.P. Morgan's or Citigroup's ability to continue to provide financial advisory services to Celgene. Representatives of J.P. Morgan and Citigroup reviewed with the Celgene Board their respective financial analyses relating to the fairness to the holders of Celgene common stock of the consideration proposed to be paid in the merger, and J.P. Morgan and Citigroup each then rendered its oral opinion, which was subsequently confirmed in writing, to the Celgene Board to the effect that, as of January 2, 2019 and based on and subject to the assumptions made, procedures followed, matters considered and other limitations and qualifications set forth in each respective written opinion, the merger consideration to be paid to the holders of Celgene common stock in the merger was fair, from a financial point of view, to such holders. See —Opinions of Celgene's Financial Advisors beginning on page 115 of this joint proxy statement/prospectus. Members of Celgene management and the Celgene Board discussed a number of factors, including those outlined under —Celgene's Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement beginning on page 106 of this joint proxy statement/prospectus. Following discussion, the Celgene Board unanimously determined that the merger was fair to, and in the best interests of, Celgene and its stockholders, approved and declared advisable the merger agreement, the merger and the other transactions contemplated by the merger agreement, and resolved to recommend adoption of the merger agreement to holders of shares of Celgene's common stock.

Following the approval of the merger agreement and the merger by each of the BMS Board and the Celgene Board, Bristol-Myers Squibb and Celgene executed the merger agreement early during the morning of January 3,

105

TABLE OF CONTENTS

2019. Concurrently with entering into the merger agreement, Bristol-Myers Squibb entered into a bridge facility commitment letter with MSSF and MUFG. That same morning, prior to the opening of trading on the NYSE, the two companies issued a joint press release announcing entry into the merger agreement.

Starboard Value sent Bristol-Myers Squibb a notice of nomination in connection with Bristol-Myers Squibb's 2019 Annual Meeting of Stockholders, which Bristol-Myers Squibb informed Starboard Value it would review. The notice proposed John M. Leonard, Steven J. Shulman, Jeffrey C. Smith, James L. Tyree and Janet S. Vergis for election to the BMS Board. In connection with its delivery of the notice, Starboard Value requested to meet with management of Bristol-Myers Squibb and that, pending these discussions, the notice be kept confidential. Bristol-Myers Squibb management has subsequently met with Starboard Value on multiple occasions. As of the date of this joint proxy statement/prospectus, there has not been a date set for the Bristol-Myers Squibb 2019 Annual Meeting of Stockholders and such meeting will be held subsequent to the Bristol-Myers Squibb special meeting.

Starboard Value advised Bristol-Myers Squibb in the notice that it had acquired 1 million shares of Bristol-Myers Squibb common stock, of which 999,000 shares were acquired on January 31, 2019. On February 5, 2019, Starboard Value filed an HSR Act notification and report to allow it to acquire shares of Bristol-Myers Squibb common stock.

Certain Relationships between Bristol-Myers Squibb and Celgene

Bristol-Myers Squibb, Celgene and their respective affiliates engage in transactions and enter into agreements with each other in the ordinary course of business. Bristol-Myers Squibb believes that no such transaction occurring in the fiscal year ended December 31, 2018, or the four prior fiscal years had an aggregate value in excess of 1% of Bristol-Myers Squibb's consolidated revenues for the fiscal year in which the transaction occurred. Except as described in this joint proxy statement/prospectus, there are and have been no past, present or proposed material contracts, arrangements, understandings, relationships, negotiations or transactions during the five immediately preceding calendar years between Bristol-Myers Squibb or its affiliates, on the one hand, and Celgene or its affiliates, on the other hand, concerning a merger, consolidation or acquisition, a tender offer for or other acquisition of securities, the election of directors, or the sale or other transfer of a material amount of assets.

Celgene's Reasons for the Merger; Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement

In reaching its decision to approve, and declare advisable, the merger agreement and to recommend that Celgene's stockholders adopt the merger agreement, the Celgene Board, as described above in the section entitled *—Background of the Merger* beginning on page 94 of this joint proxy statement/prospectus, held a number of meetings, consulted with Celgene's management and its legal and financial advisors and considered a number of factors, including its knowledge of the business, assets and liabilities, results of operations, financial performance, strategic direction and prospects of each of Celgene, Bristol-Myers Squibb and the combined company following the merger (taking into account the results of Celgene's due diligence of Bristol-Myers Squibb), as well as the risks in achieving those prospects and the anticipated effects of the merger. The Celgene Board considered a variety of factors that weighed positively in favor of the merger agreement, the merger and the other transactions contemplated by the merger agreement. These factors included the following, which are not necessarily in order of importance:

Value of Merger Consideration

- the value of the upfront merger consideration (i.e., the cash and stock components of the merger consideration), based on the closing price of the Bristol-Myers Squibb common stock as of January 2, 2019, the last trading day prior to the announcement of the merger agreement, represented a premium of approximately 53.7% to the closing price of the Celgene common stock

on January 2, 2019; a premium of approximately 51.3% to the 30-day volume weighed average closing price of the Celgene common stock as of January 2, 2019; and a premium of approximately 35.2% to the 90-day volume weighted average closing price of the Celgene common stock as of January 2, 2019;

TABLE OF CONTENTS

- in addition to the upfront merger consideration, each share of Celgene common stock will receive one transferable and tradeable CVR, which may provide Celgene stockholders with an opportunity to receive an additional \$9.00 in cash for each CVR if certain regulatory approvals are achieved within specified time periods
- the stock component of the merger consideration will provide Celgene stockholders with ownership of approximately 31% of the combined company and therefore allow Celgene’s stockholders to participate in the anticipated earnings and growth of the combined company, as well as any synergies resulting from the merger, while the cash portion of the merger consideration will provide liquidity and certainty of value upon consummation of the merger
- the amount of cash, the number of shares of Bristol-Myers Squibb common stock and the number of CVRs to be received for each outstanding share of Celgene common stock are fixed and will not be reduced if the share price of Celgene common stock declines prior to the effective time of the merger or if the share price of Bristol-Myers Squibb common stock increases prior to the effective time, and the terms of the merger agreement do not include termination rights based on an increase in the market price of Bristol-Myers Squibb common stock relative to the market price of Celgene common stock
- the merger consideration was the result of a series of arm’s length negotiations between the parties; and each of J.P. Morgan and Citigroup rendered an opinion to the Celgene Board on January 2, 2019 (each subsequently confirmed in writing) to the effect that, as of such date and based on and subject to the assumptions made, procedures followed, matters considered and other limitations and qualifications set forth
- in each respective written opinion, the merger consideration to be paid to the holders of Celgene common stock in the merger was fair, from a financial point of view, to such holders, as more fully described in the section entitled —Opinions of Celgene’s Financial Advisors beginning on page 115 of this joint proxy statement/ prospectus.

Strategic Benefits of Transaction

- the merger will create a leading specialty biopharma company, well positioned for sustained innovation and long-term growth and to address the needs of patients with cancer, inflammatory and immunologic disease and cardiovascular disease, and, with complementary areas of focus, the combined company will operate with global reach and scale, while maintaining the speed and agility that is core to each company’s strategic approach;
- the merger will create a leading oncology franchise in both solid tumors and hematologic malignancies, led by OPDIVO®, YERVOY®, REVLIMID® and POMALYST®, and a leading immunology and inflammation franchise led by ORENCIA® and OTEZLA®;
- the combined company will have near-term launch opportunities that are expected to represent more than \$15 billion in revenue potential, with two expected near-term product launches in immunology and inflammation and four near-term product launches in hematology, and the commercial capabilities of the combined company could facilitate the launch of these products;
- the combined company will have a deep and diverse early-stage pipeline across solid tumors and hematologic malignancies, immunology and inflammation, cardiovascular disease and fibrotic disease and will be well positioned for long-term growth and significant value creation; and
- the combined company will have a more diverse product portfolio than either company on a standalone basis, with nine products with more than \$1 billion in annual sales;
- the combined company is expected to have greater financial resources and flexibility to realize the full potential of its pipeline, to engage in research and development, and to invest in other development opportunities, including through the combined company’s established collaboration network, for sustainable long-term growth;
- the combined company is expected to be in a better position to operate in the current and expected future pharmaceutical/biotech landscape, including operating in and responding to the current and expected future regulatory and competitive challenges facing industry participants; and

TABLE OF CONTENTS

- two members of the Celgene Board will join the board of the combined company, which could enhance the likelihood of obtaining the strategic benefits expected from the merger and the benefits and talents that Celgene could bring to the combined company.

Likelihood of Completion

- there are limited overlaps between the businesses of Celgene and Bristol-Myers Squibb relative to those that could be present in transactions with certain other industry participants
- Bristol-Myers Squibb has committed in the merger agreement to use its reasonable best efforts to complete the merger, including its commitment to make divestitures or take other actions in order to obtain regulatory approvals for the transaction, subject to a limit on making divestitures or taking other actions that would reasonably be expected to have a material adverse effect on the financial condition, business or results of operations of the combined company (see the section entitled *The Merger Agreement—Reasonable Best Efforts Covenant*)
- Bristol-Myers Squibb’s obligations pursuant to the merger agreement are not subject to any financing condition or similar contingency based on Bristol-Myers Squibb’s ability to obtain financing and Bristol-Myers Squibb has received financing commitments to provide \$33.5 billion aggregate principal
- amount of bridge loans, which is sufficient, together with Bristol-Myers Squibb’s other sources of available cash, to fund the cash portion of the merger consideration.

Terms of Merger Agreement

- the merger is subject to the approval of the Celgene stockholders, which will be free to approve or reject the merger;
- the merger agreement permits Celgene, subject to certain conditions, to respond to and negotiate unsolicited acquisition proposals prior to the time that Celgene’s stockholders approve the merger and to terminate the merger agreement to accept an unsolicited acquisition proposal that the Celgene Board determines is superior to the merger
- the merger agreement permits the Celgene Board, subject to certain conditions, to make an adverse recommendation change to Celgene stockholders, in response to a superior proposal or an intervening event, that they adopt the merger agreement if it would be reasonably likely to be inconsistent with the Celgene Board’s fiduciary duties to fail to do so
- Bristol-Myers Squibb is prohibited from soliciting acquisition proposals, subject to certain exceptions described in *The Merger Agreement—No Solicitation* beginning on page 186 of this joint proxy statement/prospectus; and
- under certain circumstances under the merger agreement, Bristol-Myers Squibb may be required to pay Celgene (i) the Bristol-Myers Squibb termination fee or (ii) the Celgene fee reimbursement, as more fully described in the section entitled *The Merger Agreement—Termination Fees and Expenses*.

The Celgene Board also considered a variety of risks and other potentially negative factors concerning the merger. These factors included the following, which are not necessarily listed in order of importance:

- the stock issuance is subject to the approval of the Bristol-Myers Squibb stockholders, which will be free to approve or reject the stock issuance, subject to certain exceptions described in *The Merger Agreement—Termination of the Merger Agreement* beginning on page 198 of this joint proxy statement/prospectus;
- the merger agreement permits Bristol-Myers Squibb, subject to certain conditions, to respond to and negotiate unsolicited acquisition proposals prior to the time that Bristol-Myers Squibb’s stockholders approve the stock issuance and to terminate the merger agreement to accept an unsolicited acquisition proposal that the BMS Board determines is superior to the merger
- the merger agreement permits the BMS Board, subject to certain conditions, to make an adverse recommendation change to Bristol-Myers Squibb stockholders, in response to a superior proposal

or an intervening event, that they adopt the merger agreement if it would be reasonably likely to be inconsistent with the BMS Board's fiduciary duties to fail to do so

TABLE OF CONTENTS

- there would be risks and costs to Celgene during the pendency of the merger and if the merger is not completed, including uncertainty about the effect of the proposed merger on Celgene’s employees, customers, potential customers, distributors, suppliers and other parties, which may impair Celgene’s ability to attract, retain and motivate key personnel and could cause customers, potential customers, suppliers, distributors and others to seek to change or not enter into business relationships with Celgene, and the risk that the trading price of the Celgene common stock could be materially adversely affected if the merger is not completed; the number of shares of Bristol-Myers Squibb common stock to be received for each outstanding share of Celgene common stock is fixed and will not be increased to compensate Celgene stockholders in the event of a decline in the share price of Bristol-Myers Squibb common stock or an increase in the share price of Celgene common stock prior to the effective time of the merger, and that the terms of the merger agreement do not include termination rights for Celgene triggered in the event of an increase in the value of Celgene relative to the value of Bristol-Myers Squibb;
- if the transaction is not completed as a result of regulatory impediments or other reasons, Bristol-Myers Squibb will not be obligated to pay any reverse termination fee ;
- the merger agreement contains provisions that restrict the conduct of Celgene’s business prior to the completion of the merger, generally requiring Celgene not to take certain actions with respect to the conduct of its business without the prior consent of Bristol-Myers Squibb;
- the merger agreement contains provisions that could have the effect of discouraging third party offers for Celgene, including the restriction on Celgene’s ability to solicit third-party proposals for alternative transactions;
- under certain circumstances under the merger agreement, Celgene may be required to pay to Bristol-Myers Squibb (i) the Celgene termination fee or (ii) the Bristol-Myers Squibb fee reimbursement, as more fully described in the section entitled The Merger Agreement—Termination Fees and Expenses ;
- Celgene could incur substantial expenses related to the merger, including in connection with any litigation that may result from the announcement or pendency of the merger;
- the parties face risks with achieving anticipated cost synergies and savings and successfully integrating their businesses, operations and workforces;
- there is a risk that management focus on completion of the merger could divert attention and resources from the operation of Celgene’s business; and
- there are other various risks associated with the merger and the business of Celgene, Bristol-Myers Squibb and the combined company, as described in the section entitled Risk Factors.

In addition to considering the factors described above, the Celgene Board was aware of and considered the following additional factors:

- some of Celgene’s directors and executive officers have other interests in the merger that are in addition to their interests as Celgene stockholders, as more fully described in the section entitled Interests of Celgene’s Directors and Executive Officers in the Merger
- Celgene considered the prospects for a merger or sale transaction with a company other than Bristol-Myers Squibb, including (i) the Celgene Board’s belief, after consultation with Celgene management and its financial advisors and after an inquiry to, and response from, a company that, in the board’s view, was the only company that potentially could have a strategic fit with Celgene that was as strong as that between Celgene and Bristol-Myers Squibb, that there were not likely many other potential buyers for Celgene and that, even if another potential buyer made an offer, Bristol-Myers Squibb’s proposal was likely to be the highest offer with the greatest transaction certainty (ii) the risks associated with an auction process, including, among other things, the risk of significant harm to Celgene’s business if it became known to Celgene’s customers, distributors or employees that Celgene was seeking to be sold (without assurance that a financially superior proposal would be made or consummated) (iii) the risk of losing the Bristol-Myers Squibb proposal or that Bristol-Myers Squibb

TABLE OF CONTENTS

would lower its proposed consideration if Celgene elected to solicit other offers and little or no competitive bidding emerged (iv) the risk of breaches of confidentiality by prospective participants in an auction process and their advisors and (v) the substantial management time and resources that would be required, potentially causing significant management distraction from operating Celgene’s business

- the FDA approvals necessary to trigger the potential payment under the CVRs may not be achieved by Bristol-Myers Squibb and Celgene, potentially affecting the value and marketability of the CVRs; and
- the receipt of the merger consideration in exchange for shares of Celgene common stock pursuant to the merger will generally be a taxable transaction for U.S. federal income tax purposes.

The foregoing discussion of the information and factors considered by the Celgene Board is not meant to be exhaustive but includes the material factors considered by the Celgene Board. In view of the variety of factors considered in connection with its evaluation of the merger, the Celgene Board did not find it practicable to, and did not, quantify or otherwise assign relative weights to the specific factors considered in reaching its determination and recommendation. In addition, individual directors may have given different weights to different factors. The Celgene Board recommended the merger agreement and the merger based upon the totality of the information it considered.

The foregoing description of the Celgene Board’s consideration of the factors supporting the merger agreement, the merger and the other transactions contemplated by the merger agreement is forward-looking in nature. This information should be read in light of the factors discussed in the section entitled *Cautionary Statement Regarding Forward-Looking Statements* beginning on page 80 of this joint proxy statement/prospectus.

THE CELGENE BOARD OF DIRECTORS UNANIMOUSLY RECOMMENDS THAT CELGENE STOCKHOLDERS VOTE FOR THE ADOPTION OF THE MERGER AGREEMENT, FOR THE CELGENE ADJOURNMENT PROPOSAL AND FOR THE CELGENE COMPENSATION ADVISORY PROPOSAL.

Bristol-Myers Squibb’s Reasons for the Merger; Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance

In reaching its decision to approve, and declare advisable, the merger agreement and the others transactions contemplated by the merger agreement, including the stock issuance, the BMS Board, as described above in —Background of the Merger beginning on page 94 of this joint proxy statement/prospectus, held a number of meetings, consulted with Bristol-Myers Squibb’s management and its legal and financial advisors and considered a number of factors, including its knowledge of the business, assets and liabilities, results of operations, financial performance, strategic direction and prospects of each of Bristol-Myers Squibb, Celgene, and the combined company following the merger (taking into account the results of Bristol-Myers Squibb’s diligence of Celgene), as well as the risks in achieving those prospects. The BMS Board considered a variety of factors that weighed positively in favor of the merger agreement, the merger and the other transactions contemplated by the merger agreement. These factors included the following, which are not necessarily in order of importance:

Strategic Benefits of the Transaction

- the merger will create a leading biopharmaceutical company, well positioned for sustained innovation and long-term growth and to address the needs of patients with cancer, inflammatory and immunologic disease and cardiovascular disease through high-value innovative medicines and leading scientific capabilities and, with complementary areas of focus, the combined company will operate with global reach and scale, while maintaining the speed and agility that is core to each company’s strategic approach;
- the merger will create a leading oncology franchise in both solid tumors and hematologic malignancies, led by OPDIVO®, YERVOY®, REVLIMID® and POMALYST®, and a leading immunology and inflammation franchise led by ORENCIA® and OTEZLA®;

- the combined company will have a deep and diverse early-stage pipeline across solid tumors and hematologic malignancies, immunology and inflammation, cardiovascular disease and fibrotic disease;

TABLE OF CONTENTS

- the combined company will have near-term launch opportunities that are expected to represent greater than \$15 billion in revenue potential, with ten Phase 3 assets and six expected near-term potential product launches, and the commercial capabilities of the combined company could facilitate the launch of these products;
- the combined company will have a more diverse product portfolio than either company on a standalone basis, with nine products expected to have more than \$1 billion in annual sales;
- the combined company will have a strong balance sheet and cash flow generation to enable significant investment in innovation, with more than \$45 billion of expected free cash flow generation by the third full year following the completion of the merger;
- the combined company is expected to have greater financial resources and flexibility, even after taking into account transaction-related indebtedness, to realize the full potential of its pipeline, to engage in research and development, to invest in other development opportunities for sustainable long-term growth, including through the combined company’s established collaboration network, and to maintain an investment grade credit rating;
- the combined company is expected to be in a better position to operate in the current and expected future pharmaceutical landscape, including operating in and responding to the current and expected future regulatory and competitive challenges facing industry participants;
- the expectation that the combined company will enter into an accelerated share repurchase agreement to repurchase \$5 billion of its common stock following completion of the merger, which will lead to meaningful capital returns;
- the expectation that the transaction will result in meaningful cost synergies, with anticipated run-rate cost synergies of approximately \$2.5 billion by 2022;
- the belief that the complementary cultures of the two companies will allow for, and that the Bristol-Myers Squibb management team will be able to work together with members of Celgene management to enable, a successful integration of Bristol-Myers Squibb and Celgene following the consummation of the merger; and
- the expectation that the complementary nature of the businesses and products of Bristol-Myers Squibb and Celgene will allow for a successful integration of the two companies, and enhance the combined company’s future opportunity and flexibility in determining whether to elect to engage in a potential separation or other strategic transaction involving one or both of its businesses.

Transaction Terms

- the expectation that the merger will be significantly accretive to the DCF implied values per share of Bristol-Myers Squibb common stock as well as to Bristol-Myers Squibb’s estimated cash EPS for each of the calendar years 2020 through 2023. See —Opinions of Bristol-Myers Squibb’s Financial Advisors beginning on page 133 of this joint proxy statement/prospectus;
- the opinions of each of Morgan Stanley, Evercore and Dyal Co. rendered orally on January 2, 2019 and subsequently confirmed in writing, to the BMS Board that, as of such date, and based upon and subject to the various assumptions made, procedures followed, matters considered and qualifications and limitations on the scope of the review undertaken set forth in each such advisor’s written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair, from a financial point of view, to Bristol-Myers Squibb. See —Opinions of Bristol-Myers Squibb’s Financial Advisors beginning on page 133 of this joint proxy statement/prospectus;
- the fact that, because holders of outstanding Bristol-Myers Squibb common stock as of immediately prior to completion of the merger are expected to hold approximately 69% of the outstanding Bristol-Myers Squibb common stock immediately after completion of the merger, Bristol-Myers Squibb stockholders will have the opportunity to participate in the future performance of the combined company, including synergies;

TABLE OF CONTENTS

- the fact that because the exchange ratio under the merger agreement is fixed (and will not be adjusted for fluctuations in the market price of Bristol-Myers Squibb common stock or Celgene common stock during the period prior to the completion of the merger), Bristol-Myers Squibb has greater certainty as to the number of shares of Bristol-Myers Squibb common stock to be issued in the merger;
- the fact that 11 members of the 13-member board of directors of the combined company will be comprised of current members of the BMS Board, including that Dr. Caforio will continue as the Chairman and Chief Executive Officer of Bristol-Myers Squibb following the merger;
- the terms and conditions of the merger agreement, including the regulatory and other commitments by both Bristol-Myers Squibb and Celgene to complete the merger and the absence of a financing condition to Bristol-Myers Squibb's obligation to close the merger;
- the BMS Board's belief that, while the consummation of the merger is subject to various regulatory approvals and the satisfaction of certain other conditions, such approvals are likely to be obtained and such other conditions are likely to be satisfied, in each case, without a material adverse impact on the respective businesses of Bristol-Myers Squibb, Celgene or the combined company;
- the fact that, while Bristol-Myers Squibb is obligated to use its reasonable best efforts to complete the merger, such efforts standard does not obligate Bristol-Myers Squibb to take any actions or agree to any terms, conditions or limitations as a condition to, or in connection with, obtaining any regulatory approvals required to complete the merger that would have or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on the combined company after giving effect to the merger;
- there are limited overlaps between the businesses of Celgene and Bristol-Myers Squibb relative to those that could be present in transactions with certain other industry participants
- the merger agreement permits Bristol-Myers Squibb, subject to certain conditions, to respond to and negotiate unsolicited acquisition proposals for Bristol-Myers Squibb prior to the time the Bristol-Myers Squibb stockholders approve the stock issuance;
- the ability of the BMS Board, subject to certain conditions and in certain circumstances the payment of the Bristol-Myers termination fee, to (i) make an adverse recommendation change in response to a superior proposal or an intervening event if not doing so would be reasonably likely to be inconsistent with its fiduciary duties and/or (ii) terminate the merger agreement in order to accept a superior proposal, as more fully described in the section titled, *The Merger Agreement—Termination of the Merger Agreement* beginning on page 198 of this joint proxy statement/prospectus;
- the fact that the BMS Board did not believe that the termination fee that Bristol-Myers Squibb would be required to pay in connection with the entrance by Bristol-Myers Squibb into an alternative transaction that constitutes a superior proposal would preclude a third party from making an acquisition proposal for or pursuing a transaction with Bristol-Myers Squibb;
- the fact that Celgene is required to pay the Celgene termination fee if the merger agreement is terminated under certain circumstances described under *The Merger Agreement—Termination Fees and Expenses* beginning on page 200 of this joint proxy statement/prospectus;
- the fact that Celgene is required to pay to Bristol-Myers Squibb the Bristol-Myers Squibb fee reimbursement if the Celgene stockholders vote on and fail to adopt the merger agreement at the Celgene special meeting, as more fully described in the section titled, *The Merger Agreement—Termination Fees and Expenses* beginning on page 200 of this joint proxy statement/prospectus;
- the terms of the bridge facility commitment letter, particularly in light of the then-current market for such commitments and facilities;
- the BMS Board's belief as to the likelihood that Bristol-Myers Squibb will be able to obtain the necessary financing and that the full proceeds of the financing will be available to Bristol-Myers Squibb;

TABLE OF CONTENTS

- the anticipated ability of Bristol-Myers Squibb to service and pay down the indebtedness incurred in connection with the merger;
- the merger is conditioned upon the approval by the Bristol-Myers Squibb stockholders of the stock issuance, which will be free to approve or reject the stock issuance; and
- the merger consideration was the result of a series of arm's length negotiations between the parties.

Other Factors

- the respective businesses, operations, management, financial condition, earnings and prospects of Bristol-Myers Squibb and Celgene;
- the results of Bristol-Myers Squibb's management's due diligence investigation of Celgene, including the results of the business, financial, accounting and legal due diligence investigations of Celgene and the reputation, business practices and experience of Celgene and its management;
- the review by the BMS Board with its legal and financial advisors of the structure of the merger and the financial and other terms of the merger agreement and the merger; and
- trends and competitive developments in the biopharmaceutical industry.

The BMS Board also considered a variety of risks and other potentially negative factors concerning the merger. These factors included the following, which are not necessarily listed in the order of importance:

- the expected dilution associated with the stock issuance and the assumption of outstanding Celgene equity awards;
- the risk that the potential benefits of the merger may not be fully realized, including the possibility that transaction synergies may not be realized to the extent or on the timeline expected, or at all, and that Bristol-Myers Squibb paid more for Celgene than the value it will derive from the merger;
- the risk of diverting Bristol-Myers Squibb management focus and resources from other strategic opportunities and from operational matters, and potential disruption of Bristol-Myers Squibb management associated with the merger and integrating the companies;
- the risk that the merger may not be completed despite the parties' efforts or that completion of the merger may be delayed, even if the requisite approvals are obtained from Bristol-Myers Squibb stockholders and Celgene stockholders, including the possibility that conditions to the parties' obligations to complete the merger may not be satisfied, and the potential resulting disruptions to Bristol-Myers Squibb's business (and the disruptions of the combined company if the merger is ultimately completed);
- the risks and costs to Bristol-Myers Squibb during the pendency of the merger and if the merger is not completed of the merger on Bristol-Myers Squibb's businesses (or, following the completion of the merger, on the combined company's businesses), including uncertainty about the effect of the proposed merger on Bristol-Myers Squibb's employees, customers, potential customers, distributors, suppliers and other parties, which may impair Bristol-Myers Squibb's ability to attract, retain and motivate key personnel and could cause customers, potential customers, suppliers, distributors and others to seek to change or not enter into business relationships with Bristol-Myers Squibb, and the risk that the trading price of the Bristol-Myers Squibb common stock could be materially adversely affected if the merger is not completed;
- the merger is subject to the approval of the Celgene stockholders, which will be free to approve or reject the merger, subject to certain exceptions described in *The Merger Agreement—Termination of the Merger Agreement* beginning on page 198 of this joint proxy statement/prospectus;
- the risk that the shares of Bristol-Myers common stock and CVRs to be issued in the merger are not approved for listing on the NYSE, both of which are conditions to completion of the merger;
- the potential length of time before the closing conditions can be satisfied, including as a result of the regulatory approval provisions and the fact that the parties may therefore not be able to close the merger for an extended period of time, during which Bristol-Myers Squibb would be subject to the merger agreement and bound by the various covenants and restrictions set forth therein;

TABLE OF CONTENTS

- the possibility that governmental authorities might seek to require certain actions of Bristol-Myers Squibb or Celgene or impose certain terms, conditions or limitations on Bristol-Myers Squibb’s or Celgene’s businesses in connection with granting approval of the merger or might otherwise seek to prevent or delay the merger, including the risk that governmental authorities might seek an injunction or order in court;
- the fact that Bristol-Myers Squibb has incurred and will continue to incur significant costs and expenses in connection with the contemplated transaction, regardless of whether it is completed, and will absorb the costs and expenses of Celgene if the merger is completed;
- the fact that Bristol-Myers Squibb, under the terms of the merger agreement, is required to take and agree to substantial actions and remedies if necessary in order to satisfy the antitrust closing conditions, which may include, among other things, divestitures of assets, restrictions on business operations and termination of business relationships as described under The Merger Agreement—Reasonable Best Efforts Covenant beginning on page 189 of this joint proxy statement/prospectus;
- the merger agreement permits Celgene, subject to certain conditions, to respond to and negotiate unsolicited acquisition proposals prior to the time that Celgene stockholders approve the merger; Celgene’s ability, subject to certain conditions and in certain circumstances the payment of the Celgene termination fee, to (i) make an adverse recommendation change in response to a superior proposal or an intervening if not doing so would be reasonably likely to be inconsistent with its fiduciary duties and/or (ii) terminate the merger agreement in order to accept a superior proposal, as more fully described in the section titled, The Merger Agreement—Termination of the Merger Agreement, beginning on page 189 of this joint proxy statement/prospectus;
- under certain circumstances under the merger agreement, Bristol-Myers Squibb may be required to (i) pay the Bristol-Myers Squibb termination fee or (ii) to pay to Celgene the Celgene fee reimbursement, which is described in section titled The Merger Agreement—Termination Fees and Expenses beginning on page 200 of this joint proxy statement/prospectus;
- the merger agreement permits the Celgene Board, subject to certain conditions, to make an adverse recommendation change to the Celgene stockholders that they approve the merger agreement if it would be reasonably likely to be inconsistent with the Celgene Board’s fiduciary duties to fail to do so;
- the fact that Bristol-Myers Squibb will be subject to certain restrictions on the conduct of its businesses during the period between signing the merger agreement and completion of the merger, which could prevent Bristol-Myers Squibb from taking certain actions or otherwise pursuing certain business opportunities during the pendency of the merger;
- Celgene’s ability to specifically enforce all of Bristol-Myers Squibb’s obligations, in all events, under the merger agreement;
- the risk that the additional debt incurred in connection with the merger could have a negative impact on combined company’s credit ratings and operational flexibility;
- the risk of litigation related to the transaction; and
- various other risks associated with the merger and the businesses of Bristol-Myers Squibb, Celgene and the combined company described under Risk Factors, beginning on page 39 of this joint proxy statement/prospectus.

During its consideration of the merger, the BMS Board was also aware that certain of Celgene’s directors and executive officers may have interests in the merger that are different from or in addition to those of Celgene stockholders generally, as described in the section entitled Interests of Celgene’s Directors and Executive Officers in the Merger beginning on page 203 of this joint proxy statement/prospectus.

The BMS Board determined that, taken as a whole, these potential risks and uncertainties were outweighed by the benefits that the BMS Board expects to achieve for its stockholders as a result of the merger. The BMS Board realized that there can be no assurance about future results, including results considered or expected as disclosed in the above reasons. The above discussion of the material factors considered by the BMS Board in its consideration of the merger and the other transactions contemplated by the merger agreement is not intended to

TABLE OF CONTENTS

be exhaustive, but does set forth some of the principal factors considered by the BMS Board. In light of the number and wide variety of factors considered in connection with the evaluation of the merger and the other transactions, the BMS Board did not consider it practicable to, and did not attempt to, quantify or otherwise assign relative weights to the specific factors it considered in reaching its final decision. The BMS Board viewed its position as being based on all of the information available to it and the factors presented to and considered by it. However, some directors may themselves have given different weight to different factors. The factors, potential risks and uncertainties contained in this explanation of Bristol-Myers Squibb's reasons for the merger and other information presented in this section contain information that is forward-looking in nature and, therefore, should be read in light of the factors discussed in Cautionary Statement Regarding Forward-Looking Statements beginning on page 80 of this joint proxy statement/prospectus.

THE BMS BOARD UNANIMOUSLY RECOMMENDS THAT BRISTOL-MYERS SQUIBB STOCKHOLDERS VOTE FOR THE STOCK ISSUANCE AND FOR THE BRISTOL-MYERS SQUIBB ADJOURNMENT PROPOSAL.

Opinions of Celgene's Financial Advisors

Opinion of J.P. Morgan Securities LLC

At the meeting of the Celgene Board on January 2, 2019, J.P. Morgan rendered its oral opinion to the Celgene Board that, as of such date and based upon and subject to the factors and assumptions set forth in its opinion, the merger consideration to be paid to the holders of Celgene common stock in the merger was fair, from a financial point of view, to such holders. J.P. Morgan has confirmed its January 2, 2019 oral opinion by delivering its written opinion to the Celgene Board, dated January 2, 2019, that, as of such date, the merger consideration to be paid to the holders of Celgene common stock in the merger was fair, from a financial point of view, to such holders. The full text of the written opinion of J.P. Morgan dated January 2, 2019, which sets forth the assumptions made, matters considered and limits on the review undertaken, is attached as Annex C to this joint proxy statement/prospectus and is incorporated herein by reference. The summary of the opinion of J.P. Morgan set forth in this joint proxy statement/prospectus is qualified in its entirety by reference to the full text of such opinion. Celgene stockholders are urged to read the opinion in its entirety. J.P. Morgan's written opinion was addressed to the Celgene Board (in its capacity as such) in connection with and for the purposes of its evaluation of the merger, was directed only to the merger consideration to be paid to the holders of Celgene common stock in the merger and did not address any other aspect of the merger. The issuance of J.P. Morgan's opinion was approved by a fairness committee of J.P. Morgan. The summary of the opinion of J.P. Morgan set forth in this joint proxy statement/prospectus is qualified in its entirety by reference to the full text of such opinion. The opinion does not constitute a recommendation to any stockholder of Celgene as to how such stockholder should vote with respect to the merger or any other matter.

In arriving at its opinions, J.P. Morgan, among other things:

- reviewed the merger agreement, including the form CVR agreement attached as Exhibit A thereto;
- reviewed certain publicly available business and financial information concerning Celgene and Bristol-Myers Squibb and the industries in which they operate;
- compared the proposed financial terms of the merger with the publicly available financial terms of certain transactions involving companies J.P. Morgan deemed relevant and the consideration paid for such companies;
- compared the financial and operating performance of Celgene and Bristol-Myers Squibb with publicly available information concerning certain other companies J.P. Morgan deemed relevant and reviewed the current and historical market prices of Celgene common stock and Bristol-Myers Squibb common stock and certain publicly traded securities of such other companies;

reviewed certain internal financial analyses and forecasts prepared by or at the direction of the management of Celgene relating to the respective businesses of Celgene and Bristol-Myers Squibb, including in the case of Celgene, the forecasts and assessments of the management of Celgene relating to the probability of achievement of the CVR milestone, as well as the estimated amount and timing of the cost savings and related expenses and projected synergies expected by the management of Celgene to result from the merger; and

TABLE OF CONTENTS

- performed such other financial studies and analyses and considered such other information as J.P. Morgan deemed appropriate for the purposes of its opinion.

In addition, J.P. Morgan held discussions with certain members of the management of Celgene and Bristol-Myers Squibb with respect to certain aspects of the merger, and the past and current business operations of Celgene and Bristol-Myers Squibb, the financial condition and future prospects and operations of Celgene and Bristol-Myers Squibb, the effects of the merger on the financial condition and future prospects of Celgene and Bristol-Myers Squibb, and certain other matters J.P. Morgan believed necessary or appropriate to its inquiry.

In giving its opinion, J.P. Morgan relied upon and assumed the accuracy and completeness of all information that was publicly available or was furnished to or discussed with J.P. Morgan by Celgene and Bristol-Myers Squibb or otherwise reviewed by or for J.P. Morgan. J.P. Morgan did not independently verify any such information or its accuracy or completeness and J.P. Morgan did not assume any obligation to undertake any such independent verification. J.P. Morgan did not conduct and was not provided with any valuation or appraisal of any assets or liabilities, nor did J.P. Morgan evaluate the solvency of Celgene or Bristol-Myers Squibb under any state or federal laws relating to bankruptcy, insolvency or similar matters. In relying on financial analyses and forecasts provided to J.P. Morgan or derived therefrom, including the Celgene projected synergies, J.P. Morgan assumed that they were reasonably prepared based on assumptions reflecting the best currently available estimates and judgments by management as to the expected future results of operations and financial condition of Celgene and Bristol-Myers Squibb to which such analyses or forecasts relate. J.P. Morgan expressed no view as to such analyses or forecasts (including the Celgene projected synergies) or the assumptions on which they were based. In connection with its financial analyses, J.P. Morgan applied the CVR probabilities to derive a value for the CVRs, which value was reviewed and approved by management of Celgene for purposes of performing J.P. Morgan's financial analyses in connection with rendering its opinion. In addition, with respect to the Celgene financial projections, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information beginning on page 151 of this joint proxy statement/prospectus, J.P. Morgan assigned probability weightings provided by Celgene to each of Celgene management case 1, Celgene management case 2 and Celgene management case 3, each as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information—Celgene Financial Projections beginning on page 151 of this joint proxy statement/prospectus, as directed by Celgene, and the resulting Celgene blended management case, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information—Celgene Financial Projections beginning on page 151 of this joint proxy statement/prospectus, calculated based on such probability weighting was reviewed and approved by management of Celgene for purposes of performing J.P. Morgan's financial analyses in connection with rendering its opinion, and J.P. Morgan expressed no opinion with respect to any other financial projections relating to Celgene provided to J.P. Morgan by Celgene. Further, J.P. Morgan was advised by management of Celgene, and J.P. Morgan assumed with Celgene's consent, that such probability weightings reflect the best currently available estimates and judgments by management as to the expected future results of operations and financial condition of Celgene.

J.P. Morgan also assumed that the merger and the other transactions contemplated by the merger agreement will have the tax consequences described in discussions with, and materials furnished to J.P. Morgan by, representatives of Celgene, and will be consummated as described in the merger agreement, and that the definitive CVR agreement will not differ in any material respects from the form thereof furnished to J.P. Morgan. J.P. Morgan also assumed that the representations and warranties made by Celgene and Bristol-Myers Squibb in the merger agreement and the related agreements were and will be true and correct in all respects material to its analysis. J.P. Morgan is not a legal, regulatory or tax expert and J.P. Morgan relied on the assessments made by advisors to Celgene with respect to such issues. J.P. Morgan further assumed that all material governmental, regulatory or other consents and approvals necessary for the consummation of the merger will be obtained without any adverse effect on Celgene or Bristol-Myers Squibb or on the contemplated benefits of the merger in any respect material to J.P. Morgan's analysis.

J.P. Morgan's opinion was necessarily based on economic, market and other conditions as in effect on, and the information made available to J.P. Morgan as of, the date of such opinion. J.P. Morgan's opinion noted that subsequent developments may affect J.P. Morgan's opinion, and that J.P. Morgan does not have any obligation to update, revise, or reaffirm such opinion. J.P. Morgan's opinion is limited to the fairness, from a financial point of view, of the merger consideration to be paid to the holders of Celgene common stock in the merger, and J.P. Morgan has expressed no opinion as to the fairness of any consideration to be paid in connection with the

TABLE OF CONTENTS

merger, including the merger consideration, to the holders of any other class of securities, creditors or other constituencies of Celgene or as to the underlying decision by Celgene to engage in the merger. Furthermore, J.P. Morgan expressed no opinion with respect to the amount or nature of any compensation to any officers, directors, or employees of any party to the merger, or any class of such persons relative to the merger consideration to be paid to the holders of Celgene common stock in the merger or with respect to the fairness of any such compensation. J.P. Morgan expressed no opinion as to the price at which the Celgene common stock, the Bristol-Myers Squibb common stock or the CVRs will trade at any future time.

The terms of the merger agreement, including the merger consideration, were determined through arm's length negotiations between Celgene and Bristol-Myers Squibb, and the decision to enter into the merger agreement was solely that of the Celgene Board and the BMS Board. J.P. Morgan's opinion and financial analyses were only one of the many factors considered by the Celgene Board in its evaluation of the merger and should not be viewed as determinative of the views of the Celgene Board or the management of Celgene with respect to the merger or the merger consideration.

In accordance with customary investment banking practice, J.P. Morgan employed generally accepted valuation methodology in rendering its opinion to the Celgene Board on January 2, 2019, and contained in the joint presentation delivered to the Celgene Board on such date by J.P. Morgan and Citigroup in connection with the rendering of J.P. Morgan's (as well as Citigroup's respective) opinion and the summaries of the financial analyses set forth below do not purport to be complete descriptions of the analyses or data presented by J.P. Morgan. Some of the summaries of the financial analyses include information presented in tabular format. The tables are not intended to stand alone, and in order to more fully understand the financial analyses used by J.P. Morgan, the tables must be read together with the full text of each summary. Considering the data set forth below without considering the full narrative description of the financial analyses, including the methodologies and assumptions underlying the analyses, could create a misleading or incomplete view of J.P. Morgan's analyses.

Celgene Financial Analyses

Selected Public Trading Multiples Analysis

Using publicly available information, J.P. Morgan compared selected financial data of Celgene with similar data for companies selected by J.P. Morgan, among other reasons, because they are publicly traded companies with operations and businesses that, for purposes of J.P. Morgan's analysis and based on its experience and professional judgment, may be considered similar in certain respects to those of Celgene based on business sector participation, financial metrics and form of operations. The analysis necessarily involves complex considerations and judgments concerning differences in financial and operational characteristics of the companies involved and other factors that could affect the companies differently than would affect Celgene. The companies selected by J.P. Morgan were:

- Alexion Pharmaceuticals, Inc.;
- Amgen Inc.;
- Biogen Inc.;
- Gilead Sciences, Inc.; and
- Regeneron Pharmaceuticals, Inc.

Using publicly available information, J.P. Morgan calculated and compared, for each selected company listed above and for Celgene, (i) firm value, calculated as the market value of the relevant company's common stock on a fully diluted basis as of December 31, 2018, plus debt, minority interest and preferred equity, less cash and cash equivalents, each as of September 30, 2018, and adjusted, as deemed appropriate by J.P. Morgan based on its experience and professional judgment, for the expected financial impact of significant publicly disclosed strategic transactions involving such company and entered into after September 30, 2018, which is referred to in this section

entitled —Opinion of J.P. Morgan Securities LLC of this joint proxy statement/prospectus as the firm value or FV, as a multiple of estimated earnings before interest, taxes, depreciation and amortization but after taking into account stock-based compensation expense, which is referred to in this joint proxy statement/prospectus as Adjusted EBITDA, for the calendar year ending December 31, 2019, which multiple is referred to in this section entitled —Opinion of J.P. Morgan Securities LLC of this joint proxy statement/prospectus as 2019E FV/EBITDA, and (ii) the multiple represented by (A) the relevant company s

117

TABLE OF CONTENTS

closing share price as of December 31, 2018 as compared to (B) such company's estimated earnings per share, adjusted to exclude amortization expense and include stock-based compensation expense, which is referred to in this section entitled "Opinion of J.P. Morgan Securities LLC" of this joint proxy statement/prospectus as EPS, for the calendar year ending December 31, 2019, which multiple is referred to in this section entitled "Opinion of J.P. Morgan Securities LLC" of this joint proxy statement/prospectus as 2019E P/E, in each case (other than in the case of Celgene), based on public filings with the SEC, equity analyst research reports and FactSet data as of December 31, 2018. With respect to Celgene, J.P. Morgan calculated and compared both the 2019E FV/EBITDA and 2019E P/E multiples based on (i) equity analyst research reports and (ii) the Celgene blended management case, which was reviewed and approved by management of Celgene for use by J.P. Morgan in performing its financial analyses and in rendering its fairness opinion.

This analysis indicated the following 2019E FV/EBITDA and 2019 P/E multiples:

	2019E FV/ EBITDA	2019 P/E
Alexion Pharmaceuticals, Inc.	9.5x	12.5x
Amgen Inc.	10.0x	13.4x
Biogen Inc.	7.9x	10.7x
Gilead Sciences, Inc.	6.8x	10.0x
Regeneron Pharmaceuticals, Inc.	14.6x	19.5x
Celgene ⁽¹⁾	7.4x	7.1x
Celgene ⁽²⁾	6.6x	6.5x

(1) Based on equity analyst research reports.

(2) Based on the Celgene blended management case.

Based on the results of this analysis and J.P. Morgan's experience and professional judgment, J.P. Morgan selected a multiple reference range of 7.0x to 10.0x for 2019E FV/EBITDA and a multiple reference range of 7.0x to 13.5x for 2019E P/E.

After applying these ranges to Celgene's estimated adjusted EBITDA and EPS (based on the Celgene blended management case) for the calendar year ending December 31, 2019, the analysis indicated the following ranges of implied equity value per share for the Celgene common stock on a fully diluted basis using the treasury stock method, rounded to the nearest \$0.25:

	Implied Equity Value Per Share of Celgene common stock	
	Low	High
2019E FV/EBITDA	\$ 69.50	\$ 107.50
2019E P/E	\$ 68.50	\$ 132.25

The ranges of implied equity value per share were compared to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) the implied per share equity value of the merger consideration of \$107.13 per share of Celgene common stock, calculated as of December 31, 2018. The implied per share equity value of the merger consideration of \$107.13 as used throughout this summary was calculated based on the sum of (A) the cash portion of the merger consideration equal to \$50.00 per share, (B) the stock portion of the merger consideration equal to one share of Bristol-Myers Squibb common stock valued at the closing price per share of Bristol-Myers Squibb common stock of \$51.98 on December 31, 2018, and (C) the estimated present value of the CVR of \$5.15 per

share, calculated based on the \$9.00 per share nominal value of the CVR and the CVR probabilities and applying a 9.0% discount rate, which is referred to in this joint proxy statement/prospectus as the estimated CVR present value.

Selected Transaction Multiples Analysis

Using publicly available information, J.P. Morgan reviewed selected transactions involving businesses that, for purposes of J.P. Morgan's analysis and based on its experience and professional judgment, were considered similar to Celgene's business. Specifically, J.P. Morgan reviewed the transactions set forth in the below table.

Using publicly available information, J.P. Morgan calculated, for each selected transaction in the following table, the multiple of the target company's firm value implied by the consideration paid in such transaction to the target

TABLE OF CONTENTS

company's estimated EBITDA for (i) in the case of transactions announced prior to June 30, the calendar year in which the transaction was announced and (ii) in the case of transactions announced after June 30, the calendar year following the calendar year in which the transaction was announced, which is referred to in this joint proxy statement/prospectus as Forward EBITDA (CY1). The following table represents the results of this analysis for each of the selected transactions:

Target	Acquiror	Month/Year Announced	Forward EBITDA (CY1)
Shire plc	Takeda Pharmaceutical Company Limited	May 2018	12.0x
Actelion Ltd	Johnson & Johnson	January 2017	30.8x ⁽¹⁾
Baxalta Incorporated	Shire plc	January 2016	16.1x
Allergan, Inc.	Actavis plc	November 2014	17.7x
Forest Laboratories, Inc.	Actavis plc	February 2014	14.8x
Genzyme Corporation	Sanofi-Aventis S.A.	February 2011	12.3x
Schering-Plough Corporation	Merck & Co., Inc.	March 2009	10.7x
Wyeth	Pfizer Inc.	January 2009	8.3x

(1) For reference only.

Based on the results of this analysis and other factors which J.P. Morgan considered appropriate based on its experience and professional judgment, J.P. Morgan selected a multiple reference range of 8.5x to 18.0x for Forward EBITDA (CY1). After applying this range to Celgene's estimated EBITDA (based on the Celgene blended management case) for the twelve months ending December 31, 2019, this analysis indicated a range of implied equity values per share of Celgene common stock on a fully diluted basis using the treasury stock method, rounded to the nearest \$0.25, of \$88.75 to \$204.25, which was compared to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) the implied per share equity value of the merger consideration of \$107.13 per share of Celgene common stock.

Discounted Cash Flow Analysis

J.P. Morgan conducted a discounted cash flow analysis, which is referred to in this joint proxy statement/prospectus as a DCF analysis, for the purpose of determining an implied equity value per share on a fully diluted basis using the treasury stock method for the Celgene common stock. A DCF analysis is a method of evaluating an asset using estimates of the future unlevered free cash flows generated by the asset and taking into consideration the time value of money with respect to those future cash flows by calculating their present value. The unlevered free cash flows, for purposes of the DCF analysis, refers to a calculation of the future cash flows generated by an asset without including in such calculation any debt servicing costs. Present value refers to the current value of the future cash flows generated by the asset, and is obtained by discounting those cash flows back to the present using a discount rate that takes into account macro-economic assumptions and estimates of risk, the cost of capital and other appropriate factors. Terminal value refers to the present value of all future cash flows generated by the asset for periods beyond the projected period.

J.P. Morgan calculated the present value of the future standalone unlevered free cash flows that Celgene was forecasted to generate from calendar year 2019 through calendar year 2028 based upon the Celgene blended management case. J.P. Morgan also calculated a range of terminal values for Celgene at the end of the ten-year period ended 2028 by applying a terminal growth rate ranging from 1.50% to 3.00% (which range was developed with, and reviewed and approved by, the management of Celgene) to the unlevered free cash flows of Celgene during the final year of the projections. The unlevered free cash flows and the range of terminal values were then discounted to present values as of December 31, 2018 using a range of discount rates from 8.50% to 9.50%. The discount rate range was

selected by J.P. Morgan based on J.P. Morgan's analysis of the weighted average cost of capital for Celgene, taking into account target capital structures, yields for U.S. Treasury notes, levered and unlevered betas for Celgene and the selected publicly traded companies identified above, market risk premium, tax rates and other appropriate factors. The present values were then adjusted to take into account Celgene's estimated net debt as of December 31, 2018 to derive implied equity values per share for Celgene on a fully diluted basis using the treasury stock method.

Based on the foregoing, this analysis indicated a range of implied equity values per share of Celgene common stock, rounded to the nearest \$0.25, of \$90.75 to \$117.25, which was compared to (i) the closing price per share

TABLE OF CONTENTS

of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) the implied value of the merger consideration of \$107.13 per share of Celgene common stock.

52-Week Historical Trading Range

For reference only and not as a component of its fairness analysis, J.P. Morgan reviewed the trading range for the Celgene common stock for the 52-week period ended December 31, 2018, which was \$58.59 per share to \$109.98 per share, and compared that range to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) the implied value of the merger consideration of \$107.13 per share of Celgene common stock.

Analyst Price Target

For reference only and not as a component of its fairness analysis, J.P. Morgan reviewed certain publicly available equity research analyst price targets for the Celgene common stock available as of December 31, 2018, and noted that the range of such price targets was \$71.00 per share to \$163.00 per share and compared that range to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) the implied value of the merger consideration of \$107.13 per share of Celgene common stock.

Bristol-Myers Squibb Financial Analyses

Selected Public Trading Multiples Analysis

Using publicly available information, J.P. Morgan compared selected financial data of Bristol-Myers Squibb with similar data for companies selected by J.P. Morgan, among other reasons, because they are publicly traded companies with operations and businesses that, for purposes of J.P. Morgan's analysis, may be considered similar in certain respects to those of Bristol-Myers Squibb based on business sector participation, financial metrics and form of operations. The analysis necessarily involves complex considerations and judgments concerning differences in financial and operational characteristics of the companies involved and other factors that could affect the companies differently than would affect Bristol-Myers Squibb. The companies selected by J.P. Morgan were:

- AbbVie Inc.;
- AstraZeneca plc;
- Eli Lilly and Company;
- GlaxoSmithKline plc;
- Johnson & Johnson;
- Merck & Co., Inc.;
- Novartis International AG;
- Pfizer Inc.;
- Roche Holding AG; and
- Sanofi S.A.

These companies were selected, among other reasons, because they are publicly traded companies with operations and businesses that, for purposes of J.P. Morgan's analysis and based on its experience and professional judgment, may be considered similar in certain respects to those of Bristol-Myers Squibb based on business sector participation, financial metrics and form of operations. The analysis necessarily involves complex considerations and judgments concerning differences in financial and operational characteristics of the companies involved and other factors that could affect the companies differently than would affect Bristol-Myers Squibb.

Using publicly available information, J.P. Morgan calculated and compared, for each selected company listed above and for Bristol-Myers Squibb, (i) 2019E FV/EBITDA, and (ii) 2019E P/E, in each case (other than in the case of

Bristol-Myers Squibb), based on public filings with the SEC, equity analyst research reports and FactSet data as of December 31, 2018. With respect to Bristol-Myers Squibb, J.P. Morgan calculated and compared both the 2019E FV/EBITDA and 2019E P/E multiples, in each case taking into account the potential impact, as directed by the management of Celgene, of the planned divestiture of Bristol-Myers Squibb's French consumer

120

TABLE OF CONTENTS

healthcare business, UPSA, which divestiture is referred to in this joint proxy statement/prospectus as the UPSA divestiture, and, in the case of 2019E P/E, adjusted to include amortization expense, and based on (i) equity analyst research reports and (ii) the Celgene adjusted Bristol-Myers Squibb financial projections, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information beginning on page 151 of this joint proxy statement/prospectus, which were reviewed and approved by management of Celgene for use by J.P. Morgan in performing its financial analyses and in rendering its fairness opinion.

This analysis indicated the following 2019E FV/EBITDA and 2019 P/E multiples:

	2019E FV/ EBITDA	2019 P/E
AbbVie, Inc.	10.1x	10.5x
AstraZeneca plc	14.4x	20.0x
Eli Lilly and Company	15.1x	19.5x
GlaxoSmithKline plc	10.4x	14.3x
Johnson & Johnson	11.6x	15.0x
Merck & Co., Inc.	12.1x	16.1x
Novartis International AG	12.6x	15.6x
Pfizer Inc.	12.3x	14.2x
Roche Holding AG	9.9x	13.5x
Sanofi S.A.	9.6x	12.8x
Bristol-Myers Squibb ⁽¹⁾	11.2x	12.8x
Bristol-Myers Squibb ⁽²⁾	10.6x	12.2x

(1) Based on equity analyst research reports.

(2) Based on the Celgene adjusted Bristol-Myers Squibb financial projections.

Based on the results of this analysis and J.P. Morgan's experience and professional judgment, J.P. Morgan selected a multiple reference range of 9.5x to 14.5x for 2019E FV/EBITDA and a multiple reference range of 10.5x to 20.0x for 2019E P/E.

After applying these ranges to Bristol-Myers Squibb's estimated EBITDA and EPS, based on the Celgene adjusted Bristol-Myers Squibb financial projections for the calendar year ending December 31, 2019, the analysis indicated the following ranges of implied equity value per share for Bristol-Myers Squibb common stock on a fully diluted basis using the treasury stock method, rounded to the nearest \$0.25:

	Implied Equity Value Per Share of Bristol-Myers Squibb common stock	
	Low	High
2019E FV/EBITDA	\$ 47.00	\$ 70.50
2019E P/E	\$ 44.75	\$ 85.00

The ranges of implied equity value per share were compared to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Discounted Cash Flow Analysis

J.P. Morgan conducted a DCF analysis for the purpose of determining an implied fully diluted equity value per share using the treasury stock method for Bristol-Myers Squibb common stock.

J.P. Morgan calculated the present value of the future standalone unlevered free cash flows that Bristol-Myers Squibb was forecasted to generate from calendar year 2019 through calendar year 2023 based on the Celgene adjusted Bristol-Myers Squibb financial projections. J.P. Morgan also calculated a range of terminal values for Bristol-Myers Squibb at the end of the five-year period ended 2023 by applying a terminal growth rate ranging from 0.50% to 1.50% (which range was developed with, and reviewed and approved by, the management of Celgene) to the unlevered free cash flows of Bristol-Myers Squibb during the final year of the projections. The unlevered free cash flows and the range of terminal values were then discounted to present values as of December 31, 2018 using a range of discount rates from 7.25% to 8.25%. The discount rate range was selected by J.P. Morgan based on J.P. Morgan's analysis of the weighted average cost of capital for Bristol-Myers Squibb,

TABLE OF CONTENTS

taking into account target capital structures, yields for U.S. Treasury notes, levered and unlevered betas for Bristol-Myers Squibb and the selected publicly traded companies identified above, market risk premium, tax rates and other appropriate factors. The present values were then adjusted to take into account Bristol-Myers Squibb's estimated net debt and minority interest as of December 31, 2018 and the potential impact, as provided by Celgene's management, of the UPSA divestiture to derive implied equity values per share for Bristol-Myers Squibb on a fully diluted basis using the treasury stock method.

Based on the foregoing, this analysis indicated a range of implied equity values per share of Bristol-Myers Squibb common stock, rounded to the nearest \$0.25, of \$58.00 to \$74.25, which was compared to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

52-Week Historical Trading Range

For reference only and not as a component of its fairness analysis, J.P. Morgan reviewed the trading range for Bristol-Myers Squibb common stock for the 52-week period ended December 31, 2018, which was \$46.94 per share to \$70.05 per share, and compared that range to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Analyst Price Target

For reference only and not as a component of its fairness analysis, J.P. Morgan reviewed certain publicly available equity research analyst price targets for Bristol-Myers Squibb common stock available as of December 31, 2018, and noted that the range of such price targets was \$47.00 per share to \$70.00 per share and compared that range to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Other Analyses*Relative Implied Exchange Ratio Analysis*

J.P. Morgan compared the results for Celgene to the results for Bristol-Myers Squibb with respect to the analyses referenced in the table below, after adjusting for (i) \$50.00 per share of cash consideration and (ii) the estimated CVR present value of \$5.15 per share. For each comparison, J.P. Morgan compared the highest equity value per share for Celgene to the lowest equity value per share for Bristol-Myers Squibb to derive the range of exchange ratios implied by each pair of estimates. J.P. Morgan also compared the lowest equity value per share for Celgene to the highest equity value per share for Bristol-Myers Squibb to derive the range of exchange ratios implied by each pair of estimates. The implied exchange ratios resulting from this analysis were:

	Implied Exchange Ratio	
	Low	High
52-Week Historical Trading Range ⁽¹⁾	0.0492x	1.1682x
Analyst Price Targets ⁽¹⁾	0.2265x	2.2947x
Trading Multiples – 2019E FV/EBITDA	0.2043x	1.1162x
Trading Multiples – 2019E P/E	0.1580x	1.7278x
Discounted Cash Flow ⁽²⁾	0.4785x	1.0708x

(1) Reference only.

(2) Based on the Celgene blended management case.

The implied exchange ratios for Celgene and Bristol-Myers Squibb were compared to (i) the exchange ratio of 0.1721x of a share of Bristol-Myers Squibb common stock for a share of Celgene common stock, based on the respective closing prices per share on December 31, 2018, after adjusting for (A) \$50.00 per share of cash consideration and (B) the estimated CVR present value of \$5.15 per share, and (ii) the exchange ratio of 1.0000x shares of Bristol-Myers Squibb common stock for a share of Celgene common stock in the merger. However, J.P. Morgan noted that the relative implied exchange ratio analyses based on the 52-week historical trading range and based on the analyst price targets are not valuation methodologies and that such analyses were presented for reference purposes only and not as a component of its fairness analysis.

TABLE OF CONTENTS*Intrinsic Value Creation Analysis*

J.P. Morgan conducted an illustrative implied intrinsic value creation analysis, based on the Celgene blended management case and the Celgene adjusted Bristol-Myers Squibb financial projections, that compared the implied equity value of Celgene common stock derived from a DCF valuation on a standalone basis to the implied equity value attributable to the existing holders of Celgene common stock in the pro forma combined company.

J.P. Morgan determined the implied total equity value attributable to the existing holders of Celgene common stock in the pro forma combined company, which is referred to in this section entitled *—Intrinsic Value Creation Analysis* as the implied value to holders of Celgene common stock, by calculating the sum of (i) (A) (1) the sum of the implied equity values of the Celgene common stock and the Bristol-Myers Squibb common stock using the midpoint values determined pursuant to J.P. Morgan's DCF analyses described above, plus (2) the estimated present value of the Celgene projected synergies, net of costs to achieve the Celgene projected synergies, which were discounted to present value using a 9.0% discount rate and a 0.0% terminal growth rate, and net of estimated after-tax transaction expenses, minus (3) the aggregate amount of cash consideration to be paid to holders of Celgene common stock based on \$50.00 per share of cash consideration, minus (4) the aggregate estimated CVR present value based on a per share estimated CVR present value of \$5.15 per share, multiplied by (B) the equity ownership percentage of the pro forma combined company attributable to the existing holders of Celgene common stock pursuant to the merger, and (ii) (A) the aggregate amount of cash consideration to be paid to holders of Celgene common stock based on \$50.00 per share of cash consideration plus (B) the aggregate estimated CVR present value based on a per share estimated CVR present value of \$5.15 per share. The analysis indicated that, on an illustrative basis, the merger created hypothetical incremental implied value of 20.9% to holders of Celgene common stock.

Miscellaneous

The foregoing summary of certain material financial analyses does not purport to be a complete description of the analyses or data presented by J.P. Morgan. The preparation of a fairness opinion is a complex process and is not necessarily susceptible to partial analysis or summary description. J.P. Morgan believes that the foregoing summary and its analyses must be considered as a whole and that selecting portions of the foregoing summary and these analyses, without considering all of its analyses as a whole, could create an incomplete view of the processes underlying the analyses and its opinion. As a result, the ranges of valuations resulting from any particular analysis or combination of analyses described above were merely utilized to create points of reference for analytical purposes and should not be taken to be the view of J.P. Morgan with respect to the actual value of Celgene or Bristol-Myers Squibb. The order of analyses described does not represent the relative importance or weight given to those analyses by J.P. Morgan. In arriving at its opinion, J.P. Morgan did not attribute any particular weight to any analyses or factors considered by it and did not form an opinion as to whether any individual analysis or factor (positive or negative), considered in isolation, supported or failed to support its opinion. Rather, J.P. Morgan considered the totality of the factors and analyses performed in determining its opinion.

Analyses based upon forecasts of future results are inherently uncertain, as they are subject to numerous factors or events beyond the control of the parties and their advisors. Accordingly, forecasts and analyses used or made by J.P. Morgan are not necessarily indicative of actual future results, which may be significantly more or less favorable than suggested by those analyses. Moreover, J.P. Morgan's analyses are not and do not purport to be appraisals or otherwise reflective of the prices at which businesses actually could be acquired or sold. None of the selected companies reviewed as described in the above summary is identical to Celgene or Bristol-Myers Squibb, and none of the selected transactions reviewed was identical to the merger. However, the companies selected were chosen because they are publicly traded companies with operations and businesses that, for purposes of J.P. Morgan's analysis and based on its experience and professional judgment, may be considered similar to those of Celgene and Bristol-Myers Squibb. The transactions selected were similarly chosen because their participants, size and other factors, for purposes of J.P.

Morgan's analysis and based on its experience and professional judgment, may be considered similar to the merger. The analyses necessarily involve complex considerations and judgments concerning differences in financial and operational characteristics of the companies involved and other factors that could affect the companies compared to Celgene and Bristol-Myers Squibb and the transactions compared to the merger.

As a part of its investment banking business, J.P. Morgan and its affiliates are continually engaged in the valuation of businesses and their securities in connection with mergers and acquisitions, investments for passive

123

TABLE OF CONTENTS

and control purposes, negotiated underwritings, secondary distributions of listed and unlisted securities, private placements, and valuations for corporate and other purposes. J.P. Morgan was selected to advise Celgene with respect to the merger on the basis of, among other things, such experience and its qualifications and reputation in connection with such matters and its familiarity with Celgene, Bristol-Myers Squibb and the industries in which they operate.

Pursuant to the terms of J.P. Morgan's engagement letter with Celgene, for services rendered in connection with the merger, Celgene has agreed to pay J.P. Morgan a transaction fee of \$100 million, of which \$15 million is payable by Celgene to J.P. Morgan in connection with J.P. Morgan's delivery of its opinion, and the balance of which becomes payable upon the closing of the merger. In addition, Celgene has agreed to reimburse J.P. Morgan for its expenses incurred in connection with its services, including the fees and disbursements of counsel, and will indemnify J.P. Morgan against certain liabilities arising out of J.P. Morgan's engagement. During the two years preceding the date of J.P. Morgan's opinion, J.P. Morgan and its affiliates have had commercial or investment banking relationships with Celgene and Bristol-Myers Squibb for which J.P. Morgan and such affiliates have received customary compensation. Such services during such period have included acting as joint lead bookrunner on Celgene's bond offering which closed in October 2017, as financial advisor on an acquisition made by Celgene in March 2018, as joint lead arranger and bookrunner on Celgene's revolving credit facility which closed in April 2018 and as joint lead arranger and bookrunner on Bristol-Myers Squibb's revolving credit facility which closed in June 2018. In addition, J.P. Morgan's commercial banking affiliate is an agent bank and a lender under outstanding credit facilities of Bristol-Myers Squibb, for which it receives customary compensation or other financial benefits. In addition, J.P. Morgan and its affiliates hold, on a proprietary basis, less than 1% of the outstanding common stock of each of Celgene and Bristol-Myers Squibb. During the two year period preceding delivery of its opinion ended on January 2, 2019, the aggregate fees recognized by J.P. Morgan from Celgene were approximately \$49,000,000 and from Bristol-Myers Squibb were \$1,900,000. In the ordinary course of their businesses, J.P. Morgan and its affiliates may actively trade the debt and equity securities or financial instruments (including derivatives, bank loans or other obligations) of Celgene or Bristol-Myers Squibb for their own accounts or for the accounts of customers and, accordingly, they may at any time hold long or short positions in such securities or other financial instruments.

Opinion of Citigroup Global Markets Inc.

On January 2, 2019, Citigroup, delivered to the Celgene Board its oral opinion, confirmed by delivery of a written opinion dated January 2, 2019, to the effect that, as of such date and based on and subject to the assumptions made, procedures followed, matters considered and limitations and qualifications set forth in its written opinion, the merger consideration to be received by the holders of outstanding shares of Celgene common stock in the merger was fair, from a financial point of view, to such holders.

The full text of Citigroup's written opinion, dated January 2, 2019, which sets forth, among other things, the assumptions made, procedures followed, matters considered and limitations and qualifications on the review undertaken by Citigroup in rendering its opinion, is attached to this joint proxy statement/prospectus as Annex D and is incorporated into this joint proxy statement/prospectus by reference in its entirety. **The summary of Citigroup's opinion set forth below is qualified in its entirety by reference to the full text of the opinion. We urge you to read the opinion carefully and in its entirety. Citigroup's opinion, the issuance of which was authorized by Citigroup's fairness opinion committee, was provided to the Celgene Board (in its capacity as such) in connection with its evaluation of the merger and was limited to the fairness, from a financial point of view, as of the date of the opinion, to the holders of outstanding shares of Celgene common stock of the merger consideration to be received by such holders in the merger. Citigroup's opinion does not address any other aspects or implications of the merger and does not constitute a recommendation to any stockholder as to how such stockholder should vote or act on any matters relating to the merger or otherwise. Citigroup's opinion does not address the underlying business decision of Celgene to effect the merger, the relative merits of the merger as compared to any alternative business strategies that might exist for Celgene or the effect of any other**

transaction in which Celgene might engage. The following is a summary of Citigroup's opinion.

In arriving at its opinion, Citigroup, among other things:

- reviewed the merger agreement, including the form CVR agreement attached as Exhibit A thereto;

124

TABLE OF CONTENTS

- held discussions with certain senior officers, directors and other representatives and advisors of Celgene and certain senior officers and other representatives and advisors of Bristol-Myers Squibb concerning the businesses, operations and prospects of Celgene and Bristol-Myers Squibb;
- examined certain publicly available business and financial information relating to Celgene and Bristol-Myers Squibb;
- reviewed certain financial forecasts and other information and data relating to Celgene and Bristol-Myers Squibb which were provided to us by management of Celgene and discussed with us by the respective managements of Celgene and Bristol-Myers Squibb, including information relating to the potential strategic implications and operational benefits (including the amount, timing and achievability thereof) anticipated by the management of Celgene to result from the merger, including in the case of Celgene, the forecasts and assessments of the management of Celgene relating to the probabilities of achieving the CVR milestone;
- reviewed the financial terms of the merger as set forth in the merger agreement in relation to, among other things: current and historical market prices and trading volumes of Celgene common stock and Bristol-Myers Squibb common stock, the historical and projected earnings and other operating data of Celgene and Bristol-Myers Squibb, and the capitalization and financial condition of Celgene and Bristol-Myers Squibb;
- considered, to the extent publicly available, the financial terms of certain other transactions which we considered relevant in evaluating the merger and analyzed certain financial, stock market and other publicly available information relating to the businesses of other companies whose operations Citigroup considered relevant in evaluating those of Celgene and Bristol-Myers Squibb;
- evaluated certain potential pro forma financial effects of the merger on Bristol-Myers Squibb; and
- conducted such other analyses and examinations and considered such other information and financial, economic and market criteria as Citigroup deemed appropriate in arriving at its opinion.

In rendering its opinion, Citigroup assumed and relied, without independent verification, upon the accuracy and completeness of all financial and other information and data publicly available or provided to or otherwise reviewed by or discussed with Citigroup and upon the assurances of the respective managements of Celgene and Bristol-Myers Squibb that they are not aware of any relevant information that has been omitted or that remains undisclosed to Citigroup. In connection with Citigroup’s financial analyses, Citigroup applied the CVR probabilities to derive a valuation range for the CVRs, which valuation range was reviewed and approved by management of Celgene for purposes of Citigroup’s financial analyses in connection with rendering its opinion, and which is referred to in this joint proxy statement/prospectus as the CVR probability weighted valuation range. In addition, with respect to the Celgene financial projections, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information beginning on page 151 of this joint proxy statement/prospectus, Citigroup assigned probability weightings provided by Celgene to each of Celgene management case 1, Celgene management case 2 and Celgene management case 3, each as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information—Celgene Financial Projections beginning on page 151 of this joint proxy statement/prospectus, as directed by Celgene, and the resulting Celgene blended management case, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information—Celgene Financial Projections beginning on page 151 of this joint proxy statement/prospectus, calculated based on such probability weighting was reviewed and approved by management of Celgene for purposes of performing Citigroup’s financial analyses in connection with rendering its opinion. Further, Citigroup was advised by Celgene, and assumed with Celgene’s consent, that such probability weightings reflect the best currently available estimates and judgments by management as to the expected future results of operations and financial condition of Celgene. With respect to financial forecasts and other information and data relating to Celgene and Bristol-Myers Squibb provided to or otherwise reviewed by or discussed with Citigroup (including the CVR probabilities), Citigroup was advised by the respective managements of Celgene and Bristol-Myers Squibb, as applicable, that such forecasts and other information and data were reasonably prepared on bases reflecting the best currently available estimates and judgments of the managements of Celgene and Bristol-Myers Squibb, as applicable, as to the future financial performance of Celgene and Bristol-Myers Squibb, the potential strategic implications and operational benefits (including the amount, timing and achievability thereof) anticipated to result from the merger and the other matters covered

TABLE OF CONTENTS

thereby, and Citigroup assumed, with Celgene's consent, that the financial results (including the potential strategic implications and operational benefits anticipated to result from the merger and the CVR probabilities) reflected in such forecasts and other information and data will be realized in the amounts and at the times projected.

Citigroup also assumed, with Celgene's consent, that the merger will be consummated in accordance with its terms, without waiver, modification or amendment of any material term, condition or agreement and that, in the course of obtaining the necessary regulatory or third party approvals, consents and releases for the merger, no delay, limitation, restriction or condition will be imposed that would have an adverse effect on Celgene, Bristol-Myers Squibb or the contemplated benefits of the merger in any respect material to its analyses. Representatives of Celgene advised Citigroup, and Citigroup further assumed, that the final terms of the CVR agreement will not vary materially from those set forth in the form reviewed by Citigroup. Citigroup did not express any opinion as to what the value of the Bristol-Myers Squibb common stock actually will be when issued pursuant to the merger or what the value of the CVR actually will be upon the issuance thereof, or the price at which the Bristol-Myers Squibb common stock or the CVRs will trade at any time.

Citigroup did not make and it was not provided with an independent evaluation or appraisal of the assets or liabilities (contingent or otherwise) of Celgene or Bristol-Myers Squibb, and Citigroup did not make any physical inspection of the properties or assets of Celgene or Bristol-Myers Squibb. Citigroup also expressed no view as to, and Citigroup's opinion did not address, the fairness (financial or otherwise) of the amount or nature or any other aspect of any compensation to any officers, directors or employees of any parties to the merger, or any class of such persons, relative to the merger consideration. Citigroup's opinion was necessarily based upon information available to it, and financial, stock market and other conditions and circumstances existing as of January 2, 2019, except as otherwise noted.

The following is a summary of the material financial analyses performed by Citigroup in connection with rendering its opinion to the Celgene Board described above and contained in the joint presentation delivered to the Celgene Board on January 2, 2019 by Citigroup and J.P. Morgan in connection with the rendering of Citigroup's (as well as J.P. Morgan's respective) opinion. The following summary, however, does not purport to be a complete description of the financial analyses performed by Citigroup, nor does the order of analyses described represent relative importance or weight given to those analyses by Citigroup. Some of the summaries of the financial analyses include information presented in tabular format. The tables must be read together with the full text of each summary and are alone not a complete description of Citigroup's financial analyses. Except as otherwise noted, the following quantitative information, to the extent that it is based on market data, is based on market data as it existed on or before December 31, 2018 and is not necessarily indicative of current market conditions.

The preparation of financial opinions is a complex process involving various determinations as to the most appropriate and relevant methods of financial analysis and the application of those methods to the particular circumstances, and, therefore, financial opinions are not readily susceptible to partial analysis or summary description. Selecting portions of the analyses or of the summary set forth below, without considering the analyses as a whole, could create an incomplete view of the processes underlying Citigroup's opinion. In arriving at its fairness determination, Citigroup considered the results of all of its analyses and did not attribute any particular weight to any factor or analysis considered by it. Rather, Citigroup made its determination as to fairness on the basis of its experience and professional judgment after considering the results of all of its analyses. No company or transaction used in the analyses as a comparison is directly comparable to Celgene, Bristol-Myers Squibb or the merger.

Citigroup prepared these analyses for purposes of providing its opinion to the Celgene Board as to the fairness, from a financial point of view, to the holders of outstanding shares of Celgene common stock, as of the date of the opinion, of the merger consideration to be paid to such holders pursuant to the merger agreement. These analyses do not purport to be appraisals nor do they necessarily reflect the prices at which businesses or securities actually may be sold.

Analyses based upon forecasts of future results are not necessarily indicative of actual future results, which may be significantly more or less favorable than suggested by these analyses. Because these analyses are inherently subject to uncertainty, being based upon numerous factors or events beyond the control of the parties or their respective advisors, none of Celgene, Bristol-Myers Squibb, Citigroup or any other person assumes responsibility if future results are materially different from those forecast.

TABLE OF CONTENTS

The merger consideration was determined through arm's-length negotiations between Celgene and Bristol-Myers Squibb and was approved by the Celgene Board. Citigroup provided advice to Celgene during these negotiations. Citigroup did not, however, recommend any specific amount of consideration to Celgene or the Celgene Board or that any specific amount of consideration constituted the only appropriate consideration in the transaction.

Celgene Financial Analyses*Selected Public Companies Analysis*

Citigroup reviewed and compared certain financial information for Celgene to corresponding financial information, ratios and public market multiples for the following publicly traded corporations in the pharmaceutical industry:

- Alexion Pharmaceuticals, Inc.;
- Amgen Inc.;
- Biogen Inc.;
- Gilead Sciences, Inc.; and
- Regeneron Pharmaceuticals, Inc. (for reference only)

Although none of the selected companies listed above is directly comparable to Celgene, the companies included were chosen because they have operations that, for purposes of Citigroup's analysis and based on its experience and professional judgment, may be considered similar to certain operations of Celgene based on business sector participation, operational characteristics and financial metrics. The quantitative information used in this analysis, to the extent that it is based on market data, was based on market data as of December 31, 2018. The following table presents the results of this analysis:

	FV / FY2019E EBITDA	Price / FY2019E Earnings
Alexion	9.5x	12.5x
Amgen	10.0x	13.4x
Biogen	7.9x	10.7x
Gilead Sciences	6.8x	10.0x
Regeneron Pharmaceuticals (for reference only)	14.6x	19.5x

Citigroup also calculated and compared various financial multiples and ratios using information it obtained from public filings with the SEC, Wall Street research and FactSet data as of December 31, 2018. With respect to the selected companies listed above, Citigroup calculated (i) the firm value, calculated as the market value of the relevant company's common stock on a fully diluted basis as of December 31, 2018, plus debt, minority interest and preferred equity, less cash and cash equivalents and investments in unconsolidated affiliates, as of September 30, 2018, adjusted, as deemed appropriate by Citigroup based on its experience and professional judgment, for the expected financial impact of significant publicly disclosed strategic transactions involving such company and entered into after September 30, 2018, which is referred to in this section entitled —Opinion of Citigroup Global Markets Inc. of this joint proxy statement/prospectus as FV, as a multiple of projected adjusted EBITDA, and such multiple is referred to in this section entitled —Opinion of Citigroup Global Markets Inc. of this joint proxy statement/prospectus as the FV / CY2019E EBITDA Multiple, for the calendar year 2019, and (ii) the ratio of the price of a share of common stock of the selected companies listed above (using the applicable closing market price per share as of December 31, 2018) to estimated earnings per share, after stock-based compensation expense and after adding back tax-effected amortization expense, which multiple is referred to in this section entitled —Opinion of Citigroup Global Markets Inc. of this joint proxy statement/prospectus as the Price / CY2019E Earnings Multiple, for the calendar year 2019.

Citigroup identified an illustrative range for FV/CY2019E EBITDA Multiples of 6.7x to 10.7x. Citigroup derived this range based on the results of its analysis, which yielded FV / CY2019E EBITDA Multiples for the selected companies listed above (excluding Regeneron Pharmaceuticals) with a mean of 8.6x and a median of 8.7x. Based on Citigroup's experience and professional judgment, Citigroup then applied a range of 2.0x below and 2.0x above the median of 8.7x to derive an illustrative range of FV / CY2019E EBITDA Multiples of 6.7x to 10.7x.

TABLE OF CONTENTS

Citigroup then multiplied the estimated EBITDA for Celgene for calendar year 2019 (based on the Celgene blended management case) by the 6.7x to 10.7x illustrative range of FV / CY2019E EBITDA Multiples for calendar year 2019, which resulted in an illustrative range of implied values of \$65.75 to \$116.00 per share of Celgene common stock on a fully diluted basis using the treasury stock method (rounded to the nearest \$0.25). Citigroup compared this range to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018, and (ii) a range of implied per share equity values of the merger consideration of \$105.77 to \$109.86 per share of Celgene common stock. The range of implied per share equity value of the merger consideration of \$105.77 to \$109.86 as used throughout this summary was calculated based on the sum of (A) the cash portion of the consideration equal to \$50.00 per share in cash, (B) the stock portion of the consideration equal to one share of Bristol-Myers Squibb common stock valued at the closing price per share of Bristol-Myers Squibb common stock of \$51.98 on December 31, 2018, and (C) a range of estimated present values of the CVR of \$3.79 (calculated based on Celgene management case 1 and the CVR probabilities using a 9.5% discount rate) to \$7.88 per share (calculated based on Celgene management case 3 and the CVR probabilities using an 8.3% discount rate).

Citigroup identified an illustrative range for Price/CY2019E Earnings Multiples of 7.6x to 15.6x. Citigroup derived this range based on the results of its analysis, which yielded Price / CY2019E Earnings Multiples for the selected companies listed above (excluding Regeneron Pharmaceuticals) with a mean of 11.7x and a median of 11.6x. Based on Citigroup's experience and professional judgment, Citigroup then applied a range of 4.0x below and 4.0x above the median of 11.6x to derive an illustrative range of Price / CY2019E Earnings Multiples of 7.6x to 15.6x. Citigroup then multiplied the estimated earnings per share of Celgene common stock for calendar year 2019 (based on the Celgene blended management case) by the 7.6x to 15.6x illustrative range of Price / CY2019E Earnings Multiple for calendar year 2019, which resulted in an illustrative range of implied values of \$74.75 to \$153.00 per share of Celgene common stock on a fully diluted basis using the treasury stock method (rounded to the nearest \$0.25). Citigroup compared this range to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) a range of implied per share equity value of the merger consideration of \$105.77 to \$109.86 per share of Celgene common stock.

Selected Precedent Transactions Analysis

Citigroup analyzed certain publicly available information relating to the following selected transactions in the pharmaceutical industry since January 2009:

Month/Year Announced	Acquiror	Target/Seller	FV/NTM EBITDA
May 2018	Takeda Pharmaceutical Company Limited	Shire plc	11.8x
January 2016	Shire plc	Baxalta Incorporated	15.6x
November 2014	Actavis plc	Allergan, Inc.	18.1x
February 2014	Actavis plc	Forest Laboratories, Inc.	14.8x
February 2011	Sanofi-Aventis S.A.	Genzyme Corporation	12.1x
March 2009	Merck & Co., Inc.	Schering-Plough Corporation	10.5x
January 2009	Pfizer Inc.	Wyeth	8.3x

For each of the selected transactions, Citigroup calculated and compared FV as a multiple of the target's EBITDA for the next 12 months, which is referred to in this joint proxy statement/prospectus as NTM, as most recently disclosed at the time of the announcement of the transaction, which is referred to in this joint proxy statement/prospectus as the FV/NTM EBITDA Multiple. While none of the companies that participated in the selected transactions are directly comparable to Celgene, these transactions were selected, among other reasons and based on Citigroup's experience and professional judgment, because the businesses involved in these transactions share similar business characteristics to

Celgene based on business sector participation, operational characteristics and financial metrics. Citigroup identified an illustrative range for FV/NTM EBITDA Multiples of 9.1x to 15.1x. Citigroup derived this range based on the results of its analysis, which yielded FV / NTM EBITDA Multiples for the selected transactions listed above with a mean of 13.0x and a median of 12.1x. Based on Citigroup's experience and professional judgment, Citigroup then applied a range of 3.0x below and 3.0x above the median of 12.1x to derive an illustrative range of FV / CY2019E EBITDA Multiples of 9.1x to 15.1x. Citigroup then multiplied this illustrative range of FV/NTM EBITDA Multiples by Celgene's estimated EBITDA (based on the Celgene blended management case) for the 12 months ended December 31, 2019, which resulted

128

TABLE OF CONTENTS

in an illustrative range of implied values of \$96.75 to \$169.75 per share of Celgene common stock on a fully diluted basis using the treasury stock method (rounded to the nearest \$0.25). Citigroup compared this range to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) a range of implied per share equity value of the merger consideration of \$105.77 to \$109.86 per share of Celgene common stock.

Discounted Cash Flow Analysis

Citigroup conducted a DCF analysis for the purpose of determining an implied fully diluted equity value per share for Celgene common stock using the treasury stock method. Citigroup calculated the unlevered free cash flows that Celgene is expected to generate during calendar years 2019 through 2028 based upon Celgene management case 1, Celgene management case 2, Celgene management case 3, and the Celgene blended management case. Citigroup also calculated a range of terminal values for Celgene at the end of the projection period by applying terminal growth rates, based on direction from Celgene management, ranging from 1.50% to 3.00% to the terminal year estimate of unlevered free cash flow. The unlevered free cash flows and the range of terminal values were then discounted to present values using discount rates ranging from 8.3% to 9.5%, which range was chosen by Citigroup based upon an analysis of the weighted average cost of capital of Celgene, taking into account macro-economic assumptions, estimates of risk, Celgene's capital structure and other appropriate factors. The present values of the unlevered free cash flows and the range of terminal values were then adjusted for Celgene's estimated net debt at December 31, 2018 and divided by the fully diluted shares outstanding of Celgene as provided by Celgene management.

The DCF analysis indicated the following implied per share equity value ranges for Celgene common stock (rounded to the nearest \$0.25).

	Range	
	Low	High
Celgene blended management case	\$ 90.25	\$ 121.25
Celgene management case 1	\$ 71.75	\$ 95.75
Celgene management case 2	\$ 98.50	\$ 132.50
Celgene management case 3	\$ 109.75	\$ 147.25

Citigroup compared these ranges to (i) the closing price per share of Celgene common stock of \$64.09 as of December 31, 2018 and (ii) a range of implied per share equity value of the merger consideration of \$105.77 to \$109.86 per share of Celgene common stock.

Other Information

Citigroup noted that the historical stock trading, equity research analyst price targets and implied premia analyses below with respect to Celgene are not valuation methodologies and were presented for reference only.

Historical Stock Trading

Citigroup reviewed the historical intra-day share prices of Celgene common stock for the 52-week period ended December 31, 2018. Citigroup noted that the low and high closing share prices during this period were \$58.59 and \$109.98 per share of Celgene common stock, respectively.

Equity Research Analyst Price Targets

Citigroup reviewed the most recent publicly available research analysts' one-year forward price targets for Celgene common stock prepared and published by selected research analysts. Citigroup noted that the range of such price targets as of December 31, 2018 was \$71.00 to \$163.00 per share of Celgene common stock. Citigroup also noted that the range of such price targets, discounted one year at a 10.3% cost of equity, was \$64.25 to \$147.75, rounded to the nearest \$0.25.

Implied Premia Paid

Citigroup calculated, using publicly available information, the 25th to 75th percentile one-day unaffected stock price premia paid for selected acquisition transactions occurring between 2009 and 2018 that Citigroup deemed appropriate in its professional judgment. The analysis indicated a relevant range of one-day unaffected stock premia of 32% to 56%. Citigroup then calculated, based on this range of premia, an illustrative range of prices per share of Celgene common stock of \$84.25 to \$99.75 (in each case, rounded to the nearest \$0.25).

TABLE OF CONTENTSBristol-Myers Squibb Financial Analyses*Selected Public Companies Analysis*

Citigroup reviewed and compared certain financial information for Bristol-Myers Squibb to corresponding financial information, ratios and public market multiples for the following publicly traded corporations in the pharmaceutical industry:

- AbbVie Inc.;
- AstraZeneca plc;
- Eli Lilly and Company;
- GlaxoSmithKline plc;
- Johnson & Johnson;
- Merck & Co., Inc.;
- Novartis International AG;
- Pfizer Inc.;
- Roche Holding AG; and
- Sanofi S.A.

Although none of the selected companies listed above is directly comparable to Bristol-Myers Squibb, the companies included were chosen because they have operations that, for purposes of Citigroup's analysis and based on its experience and professional judgment, may be considered similar to certain operations of Bristol-Myers Squibb based on business sector participation, operational characteristics and financial metrics. The quantitative information used in this analysis, to the extent that it is based on market data, was based on market data as of December 31, 2018.

Citigroup also calculated and compared various financial multiples and ratios using information it obtained from public filings with the SEC, Wall Street research and FactSet data as of December 31, 2018. With respect to the selected companies listed above, Citigroup calculated (i) the FV / CY2019E EBITDA Multiple and (ii) the Price / CY2019E Earnings Multiple. The following table presents the results of this analysis:

	FV / FY2019E EBITDA	Price / FY2019E Earnings
AbbVie, Inc.	10.1x	10.5x
AstraZeneca plc	14.4x	20.0x
Eli Lilly and Company	15.1x	19.5x
GlaxoSmithKline plc	10.4x	14.3x
Johnson & Johnson	11.6x	15.0x
Merck & Co., Inc.	12.1x	16.1x
Novartis International AG	12.6x	15.6x
Pfizer Inc.	12.3x	14.2x
Roche Holding AG	9.9x	13.5x
Sanofi S.A.	9.6x	12.8x

Citigroup identified an illustrative range for FV / CY2019E EBITDA Multiples of 9.8x to 13.8x. Citigroup derived this range based on the results of its analysis, which yielded FV / CY2019E EBITDA Multiples for the selected companies listed above with a mean of 11.8x and a median of 11.8x. Based on Citigroup's experience and professional judgment, Citigroup then applied a range of 2.0x below and 2.0x above the median of 11.8x to derive an illustrative range of FV / CY2019E EBITDA Multiples of 9.8x to 13.8x. Citigroup then multiplied the estimated EBITDA for

Bristol-Myers Squibb for calendar year 2019, based on the Celgene adjusted Bristol-Myers Squibb financial projections, as defined and summarized in the section titled —Certain Unaudited Prospective Financial Information beginning on page 151 of this joint proxy statement/prospectus, by the 9.8x

130

TABLE OF CONTENTS

to 13.8x illustrative range of FV / CY2019E EBITDA Multiples for calendar year 2019, which resulted in an illustrative range of implied values of \$48.50 to \$67.50 per share of Bristol-Myers Squibb common stock on a fully diluted basis using the treasury stock method (rounded to the nearest \$0.25).

Citigroup compared this range to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Citigroup identified an illustrative range for Price/CY2019E Earnings Multiples of 10.7x to 18.7x. Citigroup derived this range based on the results of its analysis, which yielded Price / CY2019E Earnings Multiples for the selected companies listed above with a mean of 15.2x and a median of 14.7x. Based on Citigroup's experience and professional judgment, Citigroup then applied a range of 4.0x below and 4.0x above the median of 14.7x to derive an illustrative range of Price / CY2019E Earnings Multiples of 10.7x to 18.7x. Citigroup then multiplied the estimated earnings per share of Bristol-Myers Squibb common stock for calendar year 2019, based on the Celgene adjusted Bristol-Myers Squibb financial projections, by the 10.7x to 18.7x illustrative range of Price / CY2019E Earnings Multiple for calendar year 2019, which resulted in an illustrative range of implied values of \$45.25 to \$79.25 per share of Bristol-Myers Squibb common stock on a fully diluted basis using the treasury stock method (rounded to the nearest \$0.25). Citigroup compared this range to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Discounted Cash Flow Analysis

Citigroup conducted a DCF analysis for the purpose of determining an implied fully diluted equity value per share for Bristol-Myers Squibb common stock using the treasury stock method. Citigroup calculated the unlevered free cash flows that Bristol-Myers Squibb is expected to generate during calendar years 2019 through 2023 based upon the Celgene adjusted Bristol-Myers Squibb financial projections.

Citigroup also calculated a range of terminal values for Bristol-Myers Squibb at the end of the projection period by applying terminal growth rates, based on direction from Bristol-Myers Squibb management, ranging from 0.50% to 1.50% to the terminal year estimate of unlevered free cash flow. The unlevered free cash flows and the range of terminal values were then discounted to present values using discount rates ranging from 7.9% to 9.2%, which range was chosen by Citigroup based upon an analysis of the weighted average cost of capital of Bristol-Myers Squibb, taking into account macro-economic assumptions, estimates of risk, Bristol-Myers Squibb's capital structure and other appropriate factors. The present values of the unlevered free cash flows and the range of terminal values were then adjusted for Bristol-Myers Squibb's estimated net debt and minority interest at December 31, 2018, as well as the potential impact, as directed by Celgene management, of the planned divestiture of Bristol-Myers Squibb's French consumer healthcare business, UPSA, and divided by the fully diluted shares outstanding of Bristol-Myers Squibb, as provided by Celgene management. The DCF analysis indicated an implied per share equity value range for Bristol-Myers Squibb common stock of \$52.25 to \$66.75 (rounded to the nearest \$0.25). Citigroup compared this range to the closing price per share of Bristol-Myers Squibb common stock of \$51.98 as of December 31, 2018.

Other Information

Citigroup noted that the historical stock trading and equity research analyst price targets analyses below with respect to Bristol-Myers Squibb are not valuation methodologies and were presented for reference only.

Historical Stock Trading

Citigroup reviewed the historical intra-day share prices of Bristol-Myers Squibb common stock for the 52-week period ended December 31, 2018. Citigroup noted that the low and high closing share prices during this period were

\$46.94 and \$70.05 per share of Bristol-Myers Squibb common stock, respectively.

Equity Research Analyst Price Targets

Citigroup reviewed the most recent publicly available research analysts' one-year forward price targets for Bristol-Myers Squibb common stock prepared and published by selected research analysts. Citigroup noted that the range of such price targets as of December 31, 2018 was \$47.00 to \$75.00 per share of Bristol-Myers Squibb common stock. Citigroup also noted that the range of such price targets, discounted one year at an 8.9% cost of equity, was \$43.25 to \$68.75, rounded to the nearest \$0.25.

TABLE OF CONTENTSOther Analyses*Relative Implied Exchange Ratio Analysis*

Citigroup compared the results for Celgene to the results for Bristol-Myers Squibb with respect to the analyses referenced in the table below, after adjusting for (i) \$50.00 per share of cash consideration and (ii) the estimated present value of the CVR of \$5.15 per share, calculated based on the Celgene blended management case and the CVR probabilities, and applying a 8.9% discount rate, the midpoint of the weighted average cost of capital for Celgene based upon Citigroup's analysis. For each comparison, Citigroup compared the highest equity value per share for Celgene to the lowest equity value per share for Bristol-Myers Squibb to derive the highest exchange ratio implied by each pair of estimates. Citigroup also compared the lowest equity value per share for Celgene to the highest equity value per share for Bristol-Myers Squibb to derive the lowest exchange ratio implied by each pair of estimates. The implied exchange ratios resulting from this analysis were:

	Implied Exchange Ratio	
	Low	High
52-Week Historical Trading Range ⁽¹⁾	0.05x	1.17x
Analyst Price Targets ⁽¹⁾	0.13x	2.15x
Trading Multiples – FV / CY2019E EBITDA	0.16x	1.26x
Trading Multiples – Price / CY2019E Earnings	0.25x	2.16x
Discounted Cash Flow – Celgene blended management case	0.53x	1.27x
Discounted Cash Flow – Celgene management case 1	0.25x	0.78x
Discounted Cash Flow – Celgene management case 2	0.65x	1.48x
Discounted Cash Flow – Celgene management case 3	0.82x	1.77x

(1) Reference only

The implied exchange ratios for Celgene and Bristol-Myers Squibb were compared to the exchange ratio of 1.0000x shares of Bristol-Myers Squibb common stock for a share of Celgene common stock in the merger, after adjusting for (i) \$50.00 per share of cash consideration and (ii) the estimated CVR present value. Citigroup noted that the relative implied exchange ratio analyses based on the 52-week historical trading range and based on the analyst price targets are not valuation methodologies and that such analyses were presented for reference purposes only.

Intrinsic Value Creation Analysis

Citigroup conducted an illustrative implied intrinsic value creation analysis, based on the Celgene blended management case and the Celgene adjusted Bristol-Myers Squibb financial projections, that compared the implied equity value of Celgene common stock derived from a DCF valuation on a standalone basis to the implied equity value attributable to the existing holders of Celgene common stock in the pro forma combined company.

Citigroup determined the implied total equity value attributable to the existing holders of Celgene common stock in the pro forma combined company, which is referred to in this section entitled —Intrinsic Value Creation Analysis as the implied value to holders of Celgene common stock, by calculating the sum of (i) (A) (1) the sum of the implied equity values determined pursuant to a DCF analysis of (x) the Celgene common stock using a 9.0% discount rate and a 2.25% terminal growth rate and (y) the Bristol-Myers Squibb common stock using a 7.75% discount rate and a 1.0% terminal growth rate, plus (2) the estimated present value of the Celgene projected synergies, net of costs to achieve the Celgene projected synergies, which were discounted to present value using a 9.0% discount rate and a 0.0% terminal growth rate, and net of estimated after-tax transaction expenses, minus (3) the aggregate amount of cash

consideration to be paid to holders of Celgene common stock based on \$50.00 per share of cash consideration, minus (4) the aggregate estimated CVR present value based on a per share estimated CVR present value of \$5.15 per share, multiplied by (B) the equity ownership percentage of the pro forma combined company attributable to the existing holders of Celgene common stock pursuant to the merger, and (ii) (A) the aggregate amount of cash consideration to be paid to holders of Celgene common stock based on \$50.00 per share of cash consideration plus (B) the aggregate estimated CVR present value based on a per share estimated CVR present value of \$5.15 per share. The analysis indicated that, on an illustrative basis, the merger created hypothetical incremental implied value or 20.9% to holders of Celgene common stock.

TABLE OF CONTENTS

As described above, Citigroup's opinion to the Celgene Board was one of many factors taken into consideration by the Celgene Board in making its determination to approve the merger agreement. The foregoing summary does not purport to be a complete description of the analyses performed by Citigroup in connection with its fairness opinion and is qualified in its entirety by reference to the written opinion attached as Annex D.

Miscellaneous

Under the terms of Citigroup's engagement, Celgene has agreed to pay Citigroup, for its financial advisory services in connection with the merger, an aggregate fee of \$67 million, \$10 million of which became payable upon the delivery by Citigroup of its opinion and the balance of which is payable upon completion of the merger. Subject to certain limitations, Celgene also has agreed to reimburse Citigroup, subject to certain conditions, for travel and other deal-related expenses incurred by Citigroup in performing its services, including reasonable fees and expenses of its legal counsel, and to indemnify Citigroup and related persons against certain liabilities arising out of its engagement.

Citigroup and its affiliates in the past have provided, and currently provide, services to Celgene unrelated to the merger, for which services Citigroup and such affiliates have received and expect to receive compensation, including, without limitation, during the two year period prior to the date hereof, having acted (i) as financial advisor to Celgene in connection with a confidential potential acquisition opportunity in 2018, (ii) as joint lead arranger in connection with the refinancing of a \$2 billion revolving credit facility in April 2018, (iii) as joint bookrunner on a \$4.5 billion senior notes offering in February 2018 and (iv) as administrative agent and joint lead arranger in connection with a \$2 billion revolving credit facility in April 2017. In addition, Citigroup and its affiliates in the past have provided, and currently provide, services to Bristol-Myers Squibb unrelated to the proposed merger, for which services Citigroup and such affiliates have received and expect to receive compensation, including, without limitation, during the two year period prior to the date hereof, having acted (A) as joint lead arranger in connection with a \$1.5 billion revolving credit facility and a 364-day revolving credit facility in June 2017, and (B) as joint bookrunner on a \$1.5 billion senior notes offering in February 2017. In the ordinary course of its business, Citigroup and its affiliates may actively trade or hold the securities of Celgene and Bristol-Myers Squibb for their own account or for the account of their customers and, accordingly, may at any time hold a long or short position in such securities. As of January 2, 2019, Citigroup and its affiliates held, on a proprietary basis, less than 1% of the outstanding common stock of each of Celgene and Bristol-Myers Squibb. In addition, Citigroup and its affiliates (including Citigroup Inc. and its affiliates) may maintain relationships with Celgene, Bristol-Myers Squibb and their respective affiliates. During the two-year period ended January 2, 2019, Citigroup and its affiliates have received compensation of approximately \$5.3 million from Celgene and its affiliates and approximately \$0.7 million from Bristol-Myers Squibb and its affiliates.

The Celgene Board selected Citigroup to act as one of its financial advisors in connection with the merger based on Citigroup's reputation and experience. Citigroup is an internationally recognized investment banking firm which regularly engages in the valuation of businesses and their securities in connection with mergers and acquisitions, negotiated underwritings, competitive bids, secondary distributions of listed and unlisted securities, private placements and valuations for corporate and other purposes.

Opinions of Bristol-Myers Squibb's Financial Advisors

Opinion of Morgan Stanley & Co. LLC

Morgan Stanley was retained by Bristol-Myers Squibb to act as its financial advisor and to render a financial opinion in connection with the proposed merger. Bristol-Myers Squibb selected Morgan Stanley to act as its financial advisor based on Morgan Stanley's qualifications, expertise and reputation, its knowledge of and experience in recent transactions in Bristol-Myers Squibb's industry and its knowledge of Bristol-Myers Squibb's business and affairs. On January 2, 2019, Morgan Stanley rendered its oral opinion, which was subsequently confirmed in writing, to the BMS

Board to the effect that, as of such date and based upon and subject to the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Morgan Stanley as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Morgan Stanley's written opinion to the BMS Board dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex E, and is incorporated by reference in this joint proxy

133

TABLE OF CONTENTS

statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Morgan Stanley in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Morgan Stanley's opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Morgan Stanley's opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

In arriving at its opinion, Morgan Stanley:

- (1) Reviewed certain publicly available financial statements and other business and financial information of Celgene and Bristol-Myers Squibb, respectively;
- (2) Reviewed certain internal financial statements and other financial and operating data concerning Celgene and Bristol-Myers Squibb, respectively;
- (3) Reviewed the Bristol-Myers Squibb adjusted Celgene financial projections, as more fully described in the section entitled "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Adjusted Celgene Financial Projections" beginning on page 155 of this joint proxy statement/prospectus;
- (4) Reviewed the Bristol-Myers Squibb financial projections and the Bristol-Myers Squibb combined company projections, as more fully described in the section entitled "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Financial Projections" and "Bristol-Myers Squibb Combined Company Projections" beginning on pages 154 and 156, respectively, of this joint proxy statement/prospectus;
- (5) Reviewed the Bristol-Myers Squibb projected synergies, as more fully described in the section entitled "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Projected Synergies" beginning on page 157 of this joint proxy statement/prospectus;
- (6) Discussed the past and current operations and financial condition and the prospects of Celgene and Bristol-Myers Squibb, including information relating to the Bristol-Myers Squibb projected synergies, with senior executives of Bristol-Myers Squibb;
- (7) Reviewed the pro forma impact of the merger on Bristol-Myers Squibb's earnings per share and cash flow;
- (8) Reviewed the reported prices and trading activity for the Celgene common stock and the Bristol-Myers Squibb common stock;
- (9) Compared the financial performance of Celgene and Bristol-Myers Squibb and the prices and trading activity of the Celgene common stock and the Bristol-Myers Squibb common stock with that of certain other publicly-traded companies comparable with Celgene and Bristol-Myers Squibb, respectively, and their securities;
- (10) Reviewed the financial terms, to the extent publicly available, of certain comparable acquisition transactions;
- (11) Participated in certain discussions and negotiations among representatives of Celgene and Bristol-Myers Squibb and their financial and legal advisors;
- (12) Reviewed the merger agreement, the CVR agreement and certain related documents; and
- (13) Performed such other analyses, reviewed such other information and considered such other factors as Morgan Stanley deemed appropriate.

In arriving at its opinion, Morgan Stanley assumed and relied upon, without independent verification, the accuracy and completeness of the information that was publicly available or supplied or otherwise made available to Morgan Stanley by Celgene and Bristol-Myers Squibb, and formed a substantial basis for this

TABLE OF CONTENTS

opinion. At the direction of the BMS Board, Morgan Stanley's analyses relating to the business and financial prospects of Celgene and Bristol-Myers Squibb for purposes of Morgan Stanley's opinion were made on the bases of the Bristol-Myers Squibb projections, as defined in the section titled —Certain Unaudited Prospective Financial Information beginning on page 151 of this joint proxy statement/prospectus, and the Bristol-Myers Squibb projected synergies. With respect to the Bristol-Myers Squibb projections and the Bristol-Myers Squibb projected synergies, Morgan Stanley assumed, with the consent of the BMS Board, that they were reasonably prepared on bases reflecting the best currently available estimates and judgments of the management of Bristol-Myers Squibb of the future financial performance of Celgene and Bristol-Myers Squibb, respectively. Morgan Stanley expressed no view as to the Bristol-Myers Squibb projections or the Bristol-Myers Squibb projected synergies, nor the assumptions upon which they were based. Morgan Stanley reviewed the potential value of the CVR under different possible scenarios regarding the receipt of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR is conditioned, and, for purposes of Morgan Stanley's analysis and opinion, at the direction of the BMS Board, Morgan Stanley utilized an estimated probability-adjusted net present value of the CVR based on the estimated probabilities and timing of future regulatory milestones provided by the management of Bristol-Myers Squibb. Morgan Stanley expressed no view as to the likelihood of whether any of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR will be obtained or whether the contingent consideration that is to be paid pursuant to the CVR will become payable. In addition, Morgan Stanley assumed, with the consent of the BMS Board, that the merger will be consummated in accordance with all applicable laws and regulations and in accordance with the terms set forth in the merger agreement without any waiver, amendment or delay of any terms or conditions, and that the definitive merger agreement would not differ in any material respect from the draft thereof furnished to Morgan Stanley. Morgan Stanley assumed, with Bristol-Myers Squibb's consent, that in connection with the receipt of any governmental, regulatory or other approvals, consents or agreements required in connection with the merger, no delays, limitations, conditions or restrictions will be imposed that would have a material adverse effect on Celgene, Bristol-Myers Squibb, Merger Sub or the contemplated benefits expected to be derived in the merger. Morgan Stanley noted that it is not a legal, tax or regulatory advisor. Morgan Stanley is a financial advisor only and relied upon, without independent verification, the assessment of Bristol-Myers Squibb and its legal, tax or regulatory advisors with respect to legal, tax or regulatory matters.

Morgan Stanley expressed no opinion with respect to the fairness of the amount or nature of any compensation to be paid to any of Celgene's officers, directors or employees, or any class of such persons, relative to the merger consideration to be paid to the holders of shares of the Celgene common stock (other than excluded stock and dissenting stock) in the merger. Morgan Stanley expressed no opinion as to the relative proportion of Bristol-Myers Squibb common stock and cash included in the merger consideration. Morgan Stanley noted that it was not requested to make, and did not make, any independent valuation or appraisal of the assets or liabilities (contingent or otherwise) of Celgene or Bristol-Myers Squibb, nor was Morgan Stanley furnished with any such valuations or appraisals. Morgan Stanley's opinion was necessarily based on financial, economic, market and other conditions as in effect on, and the information made available to it as of, January 2, 2019. Events occurring after such date may affect Morgan Stanley's opinion and the assumptions used in preparing it, and Morgan Stanley did not assume any obligation to update, revise or reaffirm its opinion.

Morgan Stanley's opinion was limited to the fairness, from a financial point of view to Bristol-Myers Squibb, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Morgan Stanley was not requested to opine as to, and its opinion did not in any manner address, Bristol-Myers Squibb's underlying business decision to proceed with or effect the transactions contemplated by the merger agreement, or the likelihood that the merger is consummated. Morgan Stanley's opinion did not address the relative merits of the merger as compared to any other alternative business transaction, or other alternatives, or whether or not such alternatives could be achieved or are available.

In connection with the review of the merger by the BMS Board, Morgan Stanley performed a variety of financial and comparative analyses for purposes of rendering its opinion. The preparation of a financial opinion is a complex process and is not necessarily susceptible to a partial analysis or summary description. In arriving at its opinion, Morgan Stanley considered the results of all of its analyses as a whole and did not attribute any particular weight to any analysis or factor it considered. Morgan Stanley believes that selecting any portion of its analyses, without considering all analyses as a whole, would create an incomplete view of the process underlying its analyses and opinion. In addition, Morgan Stanley may have given various analyses and factors more or less weight than other analyses and factors and may have deemed various assumptions more or less probable than

TABLE OF CONTENTS

other assumptions. As a result, the ranges of valuations resulting from any particular analysis described below should not be taken to be Morgan Stanley's view of the actual value of Celgene or Bristol-Myers Squibb. In performing its analyses, Morgan Stanley made numerous assumptions with respect to industry performance, general business, economic, market and financial conditions and other matters, many of which are beyond the control of Celgene or Bristol-Myers Squibb. Any estimates contained in Morgan Stanley's analyses are not necessarily indicative of future results or actual values, which may be significantly more or less favorable than those suggested by such estimates.

Morgan Stanley conducted the analyses described below solely as part of its analysis of the fairness from a financial point of view to Bristol-Myers Squibb of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement and in connection with the delivery of its opinion, dated January 2, 2019, to the BMS Board. These analyses do not purport to be appraisals or to reflect the prices at which shares of Bristol-Myers Squibb common stock might actually trade.

The merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was determined through arm's-length negotiations between Celgene and Bristol-Myers Squibb and was approved by the BMS Board. Morgan Stanley provided advice to the BMS Board during these negotiations but did not, however, recommend any specific consideration to Bristol-Myers Squibb or the BMS Board or that any specific consideration constituted the only appropriate consideration for the merger.

Morgan Stanley's opinion and its presentation to the BMS Board was one of many factors taken into consideration by the BMS Board in deciding to approve, adopt and authorize the merger agreement and the transactions contemplated thereby. Consequently, the analyses described below should not be viewed as determinative of the opinion of the BMS Board with respect to the merger consideration pursuant to the merger agreement or of whether the BMS Board would have been willing to agree to different consideration. Morgan Stanley's opinion was approved by a committee of Morgan Stanley investment banking and other professionals in accordance with Morgan Stanley's customary practice.

The BMS Board retained Morgan Stanley based upon Morgan Stanley's qualifications, experience and expertise. Morgan Stanley is a global financial services firm engaged in the securities, investment management and individual wealth management businesses. Bristol-Myers Squibb selected Morgan Stanley as co-financial advisor for the transaction due to the size and scope of the potential transaction and not because of any conflicts of interest or other concerns about either Morgan Stanley's, Evercore's or Dyal Co.'s ability to act as the financial advisor to Bristol-Myers Squibb. Morgan Stanley's securities business is engaged in securities underwriting, trading and brokerage activities, foreign exchange, commodities and derivatives trading, prime brokerage, as well as providing investment banking, financing and financial advisory services. Morgan Stanley, its affiliates, directors and officers may at any time invest on a principal basis or manage funds that invest, hold long or short positions, finance positions, and may trade or otherwise structure and effect transactions, for their own account or the accounts of their customers, in debt or equity securities or loans of Celgene, Bristol-Myers Squibb, or any other company, or any currency or commodity, that may be involved in the merger, or any related derivative instrument.

Under the terms of its engagement letter, Morgan Stanley provided the BMS Board with financial advisory services and a fairness opinion, described in this section and attached to this joint proxy statement/prospectus as Annex E, in connection with the merger, and Bristol-Myers Squibb has agreed to pay Morgan Stanley a fee for its services, \$15 million of which was payable as of the time of the announcement of the merger and \$67 million of which is payable if the merger is consummated. Bristol-Myers Squibb has also agreed to reimburse Morgan Stanley for certain of its expenses. In addition, Bristol-Myers Squibb has agreed to indemnify Morgan Stanley and its affiliates, their respective officers, directors, employees and agents, and each other person, if any, controlling Morgan Stanley or any of its affiliates against certain losses, claims, damages and liabilities, including liabilities under the federal securities laws, related to or arising out of Morgan Stanley's engagement. Morgan Stanley or one or more of its affiliates is also providing to Bristol-Myers Squibb a portion of the financing and liability management services required in connection

with the merger. Bristol-Myers Squibb has agreed to pay Morgan Stanley approximately \$100 million in the aggregate for such financing and liability management services. Morgan Stanley or one of its affiliates is also acting as a counterparty to Bristol-Myers Squibb for certain derivatives transactions in connection with the merger, and for the accelerated share repurchase program previously announced by Bristol-Myers Squibb, which may be implemented following consummation of the merger, subject to market conditions and board approval.

TABLE OF CONTENTS

In the two years prior to the date of its opinion, Morgan Stanley and its affiliates have provided financing services to Celgene and have received aggregate fees of approximately \$1 to 5 million in connection with such services. In the two years prior to the date of its opinion, Morgan Stanley and its affiliates have provided financial advisory and financing services to Bristol-Myers Squibb and have received aggregate fees of approximately \$5 to 10 million in connection with such services. Morgan Stanley and its affiliates may in the future also seek to provide other financial advisory and financing services to Bristol-Myers Squibb, Celgene and their respective affiliates, and would expect to receive fees for the rendering of these services.

Opinion of Dyal Co. LLC

Dyal Co. was retained by Bristol-Myers Squibb to act as its financial advisor and to render a financial opinion in connection with the proposed merger. Bristol-Myers Squibb selected Dyal Co. to act as its financial advisor based on, among other things, Dyal Co.'s qualifications, expertise and reputation, its knowledge of and experience in recent transactions in Bristol-Myers Squibb's industry and its knowledge of Bristol-Myers Squibb's business and affairs. On January 2, 2019, Dyal Co. rendered its oral opinion, which was subsequently confirmed in writing, to the BMS Board to the effect that, as of such date and based upon and subject to the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Dyal Co. as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Dyal Co.'s written opinion to the BMS Board dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex F, and is incorporated by reference in this joint proxy statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Dyal Co. in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Dyal Co.'s opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Dyal Co.'s opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

In connection with this opinion, Dyal Co., among other things:

- (1) reviewed a draft of the merger agreement dated January 2, 2019, and certain related documents, including the CVR agreement;
- (2) reviewed publicly available financial statements and other information of each of Bristol-Myers Squibb and Celgene;
- (3) reviewed certain internal financial statements and other financial and operating information of each of Bristol-Myers Squibb and Celgene, respectively;
- (4) reviewed the Bristol-Myers Squibb projections, described in the sections entitled "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Financial Projections," "Certain Unaudited Prospective Financial Information—Adjusted Celgene Financial Projections" and "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Combined Company Projections" beginning on pages 154, 155 and 156 of this joint proxy statement/prospectus, respectively;
- (5) reviewed the Bristol-Myers Squibb projected synergies, as described in the section entitled "Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Projected Synergies" beginning on page 157 of this joint proxy statement/prospectus;
- (6) discussed the past and current operations and financial condition and the prospects of Celgene and of Bristol-Myers Squibb with senior executives of Bristol-Myers Squibb;

- (7) compared the financial terms of the merger with the publicly available financial terms of certain transactions which Dyal Co. believed to be generally relevant;

TABLE OF CONTENTS

- reviewed the historical trading prices and trading activity for the Celgene common stock and Bristol-Myers Squibb common stock and compared such prices and trading activity with that of securities of certain publicly-traded companies which Dyal Co. believed to be generally relevant;
- (8) compared certain financial information for Celgene and Bristol-Myers Squibb with similar financial information for certain other companies with publicly traded securities; and
 - (9) performed such other studies and analyses, reviewed such other information and considered such other factors as Dyal Co. deemed appropriate.

For purposes of rendering its opinion, Dyal Co., with the consent of the BMS Board, relied upon and assumed the accuracy and completeness of all of the financial, legal, regulatory, tax, accounting and other information (including with respect to forecasts, synergies and valuation estimates) provided to, discussed with or reviewed by, Dyal Co. (including information that was available from generally recognized public sources), without assuming any responsibility for independent verification thereof. In that regard, Dyal Co. assumed, with the consent of the BMS Board, that the Bristol-Myers Squibb projections and the Bristol-Myers Squibb projected synergies were reasonably prepared on a basis reflecting the best currently available estimates and judgments of the management of Bristol-Myers Squibb. At the direction of the BMS Board, Dyal Co. s analyses relating to the business and financial prospects of Celgene and Bristol-Myers Squibb for purposes of its opinion were made on the bases of the Bristol-Myers Squibb projections and the Bristol-Myers Squibb projected synergies. Dyal Co. reviewed the potential value of the CVR under different possible scenarios regarding the receipt of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR is conditioned, and, for purposes of Dyal Co. s analysis and opinion, at the direction of the BMS Board, Dyal Co. utilized an estimated probability-adjusted net present value of the CVR based on the estimated probabilities and timing of future regulatory milestones provided by the management of Bristol-Myers Squibb. Dyal Co. expressed no view as to the likelihood of whether any of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR will be obtained or whether the contingent consideration that is to be paid pursuant to the CVR will become payable. Dyal Co. did not make an independent evaluation or appraisal of the assets and liabilities (including any contingent, derivative or other off-balance-sheet assets and liabilities) of Celgene, Bristol-Myers Squibb or any of its subsidiaries and Dyal Co. was not furnished with any such evaluation or appraisal. Dyal Co. assumed that the final merger agreement would not differ from the draft dated January 2, 2019 in any way which would be meaningful to its analysis. Dyal Co. assumed that all governmental, regulatory and other consents and approvals necessary for the consummation of the merger will be obtained without any adverse effect on Bristol-Myers Squibb or Celgene or on the expected benefits of the merger in any way meaningful to its analysis. Dyal Co. also assumed that the merger will be consummated on the terms set forth in the merger agreement, without the waiver or modification of any term or condition the effect of which would be in any way meaningful to its analysis.

Dyal Co. s opinion did not address the underlying business decision of Bristol-Myers Squibb to engage in the merger, or the relative merits of the merger as compared to any strategic alternatives that may be available to Bristol-Myers Squibb; nor did it address any legal, regulatory, tax or accounting matters. Dyal Co. s opinion addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Dyal Co. did not express any view on, and its opinion did not address, any other term or aspect of the merger agreement, the merger, Celgene or any term or aspect of any other agreement or instrument contemplated by the merger agreement or entered into or amended in connection with the merger, including the fairness of the amount or nature of any compensation to be received by any officers, directors or employees of any parties to the merger, or any class of such persons in connection with the merger, whether relative to the merger consideration to be paid by Bristol-Myers Squibb for Celgene Common Stock pursuant to the merger agreement or otherwise. Dyal Co. did not express any opinion as to the prices at which any securities of Bristol-Myers Squibb would trade at any time or as to the impact of the merger on the solvency or viability of Bristol-Myers Squibb or Celgene or the ability of Bristol-Myers Squibb or Celgene to pay their respective obligations when they come due. Dyal Co. s opinion is necessarily based on economic, monetary, market and other conditions as in effect on, and the information made available to Dyal Co. as of, the date of the

opinion and Dyal Co. assumes no responsibility for updating, revising or reaffirming its opinion based on circumstances, developments or events occurring after the date of the opinion.

138

TABLE OF CONTENTS

The preparation of a fairness opinion is a complex process and is not necessarily susceptible to partial analysis or summary description. Selecting portions of the analyses or of the summary set forth below, without considering the analyses as a whole, could create an incomplete view of the processes underlying Dyal Co.'s opinion. In arriving at its fairness determination, Dyal Co. considered the results of all of its analyses and did not attribute any particular weight to any factor or analysis considered by it. Rather, Dyal Co. made its determination as to fairness on the basis of its experience and professional judgment after considering the results of all of its analyses. No company or transaction used in the below analyses as a comparison is directly comparable to Bristol-Myers Squibb or Celgene or the merger.

Dyal Co. prepared these analyses for purposes of Dyal Co. providing its opinion to the BMS Board as to the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. These analyses do not purport to be appraisals nor do they necessarily reflect the prices at which businesses or securities actually may be sold. Analyses based upon forecasts of future results are not necessarily indicative of actual future results, which may be significantly more or less favorable than suggested by these analyses. Because these analyses are inherently subject to uncertainty, being based upon numerous factors or events beyond the control of the parties or their respective advisors, none of Bristol-Myers Squibb, Celgene, Dyal Co. or any other person assumes responsibility if future results are materially different from those forecast.

The merger consideration was determined through arm's-length negotiations between Bristol-Myers Squibb and Celgene and was approved by the BMS Board. Dyal Co. provided advice to Bristol-Myers Squibb during these negotiations. Dyal Co. did not, however, recommend any specific amount of consideration to Bristol-Myers Squibb or the BMS Board or that any specific amount of consideration constituted the only appropriate consideration for the merger.

As described above, Dyal Co.'s opinion to the BMS Board was one of many factors taken into consideration by the BMS Board in making its determination to approve the merger agreement. The foregoing summary does not purport to be a complete description of the analyses performed by Dyal Co. in connection with the fairness opinion and is qualified in its entirety by reference to the written opinion of Dyal Co. included as Annex F to this joint proxy statement/prospectus.

The issuance of the fairness opinion was approved by an Opinion Committee of Dyal Co.

Bristol-Myers Squibb engaged Dyal Co. to act as a financial advisor to Bristol-Myers Squibb and the BMS Board based on its qualifications, experience and reputation, as well as familiarity with the business of Bristol-Myers Squibb. Bristol-Myers Squibb selected Dyal Co. as co-financial advisor for the transaction to provide additional perspective due to the size and scope of the potential transaction and not because of any conflicts of interest or other concerns about either Morgan Stanley's, Evercore's or Dyal Co.'s ability to act as the financial advisor to Bristol-Myers Squibb. In reaching its decision to engage Dyal Co., the BMS Board also considered that Dyal Co. would not be providing debt financing to Bristol-Myers Squibb in connection with the merger. Dyal Co. is an internationally recognized investment banking firm and is regularly engaged in the valuation of businesses in connection with mergers and acquisitions and valuations for corporate and other purposes.

Under the terms of Dyal Co.'s engagement letter, Bristol-Myers Squibb has agreed to pay Dyal Co. a fee of \$25 million for Dyal Co.'s services rendered in connection with the merger, \$15 million of which is payable contingent upon consummation of the merger, and Bristol-Myers Squibb has agreed to reimburse certain of Dyal Co.'s expenses arising, and indemnify Dyal Co. against certain liabilities that may arise, out of Dyal Co.'s engagement.

During the two-year period prior to the date of the opinion, Dyal Co. and its affiliates provided certain advisory services to Bristol-Myers Squibb and its affiliates in connection with various strategic and other special projects, for

which Dyal Co. and its affiliates did not receive compensation. During the two-year period prior to the date of the opinion, no material relationship existed between Dyal Co. and its affiliates and Celgene pursuant to which compensation was received by Dyal Co. or its affiliates. Dyal Co. and its affiliates may also in the future provide financial advisory services to Bristol-Myers Squibb, Celgene and their respective affiliates for which Dyal Co. and its affiliates may receive compensation.

TABLE OF CONTENTS*Opinion of Evercore Group L.L.C.*

Evercore was retained by Bristol-Myers Squibb to act as its financial advisor and to render a financial opinion in connection with the proposed merger. Bristol-Myers Squibb selected Evercore to act as its financial advisor based on, among other things, its qualifications, experience and reputation, as well as familiarity with the business of Bristol-Myers Squibb. On January 2, 2019, Evercore rendered its oral opinion, which was subsequently confirmed in writing, to the BMS Board to the effect that, as of such date and based upon and subject to the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of the review undertaken by Evercore as set forth in its written opinion, the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement was fair from a financial point of view to Bristol-Myers Squibb.

The full text of Evercore's written opinion to the BMS Board dated January 2, 2019, is attached to this joint proxy statement/prospectus as Annex G, and is incorporated by reference in this joint proxy statement/prospectus in its entirety. Bristol-Myers Squibb stockholders should read the opinion in its entirety for a discussion of the various assumptions made, procedures followed, matters considered, and qualifications and limitations on the scope of review undertaken by Evercore in rendering its opinion. This summary is qualified in its entirety by reference to the full text of such opinion. Evercore's opinion was directed to the BMS Board and addressed only the fairness from a financial point of view to Bristol-Myers Squibb, as of the date of the opinion, of the merger consideration to be paid by Bristol-Myers Squibb pursuant to the merger agreement. Evercore's opinion did not address any other aspects of the merger and did not and does not constitute a recommendation as to how stockholders of Bristol-Myers Squibb or Celgene should vote at the stockholders' meetings to be held in connection with the merger.

In connection with rendering its opinion, Evercore, among other things:

- (1) reviewed certain publicly available business and financial information relating to Celgene and Bristol-Myers Squibb that Evercore deemed to be relevant, including publicly available research analysts' estimates; reviewed the Bristol-Myers Squibb projections, described in the sections entitled "—Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Financial Projections," "—Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Adjusted Celgene Financial Projections" and "—Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Combined Company Projections" beginning on pages 154, 155 and 156 of this joint proxy statement/prospectus, respectively;
- (2) reviewed certain non-public projected operating data relating to Celgene and to Bristol-Myers Squibb prepared and furnished to Evercore by management of Bristol-Myers Squibb; discussed the past and current operations, financial projections and current financial condition of Celgene and of Bristol-Myers Squibb with management of Bristol-Myers Squibb (including their views on the risks and uncertainties of achieving such projections) and reviewed the Bristol-Myers Squibb projected synergies, as described in the section entitled "—Certain Unaudited Prospective Financial Information—Bristol-Myers Squibb Projected Synergies" beginning on page 157 of this joint proxy statement/prospectus;
- (3) reviewed the reported prices and the historical trading activity of the Celgene common stock and Bristol-Myers Squibb common stock; compared the financial performance of Celgene and of Bristol-Myers Squibb and their respective stock market trading multiples with those of certain other publicly traded companies that Evercore deemed relevant;
- (4) compared the financial performance of Celgene and the valuation multiples relating to the merger with those of certain other transactions that Evercore deemed relevant;
- (5) reviewed a draft of the merger agreement dated as of January 2, 2019, and certain related documents, including the CVR agreement; and
- (6)
- (7)
- (8)
- (9)

performed such other analyses and examinations and considered such other factors that Evercore deemed appropriate.

TABLE OF CONTENTS

For purposes of its analysis and opinion, Evercore assumed and relied upon, without undertaking any independent verification of, the accuracy and completeness of all of the information publicly available, and all of the information supplied or otherwise made available to, discussed with, or reviewed by Evercore, and Evercore assumed no liability therefor. With respect to the projected financial data relating to Celgene and Bristol-Myers Squibb referred to above, including the Bristol-Myers Squibb projections and the Bristol-Myers Squibb projected synergies, Evercore assumed that they were reasonably prepared on bases reflecting the best then currently available estimates and good faith judgments of management of Bristol-Myers Squibb as to the future financial performance of each of Celgene and Bristol-Myers Squibb under the assumptions reflected therein. At the direction of the BMS Board, Evercore's analyses relating to the business and financial prospects of Celgene and Bristol-Myers Squibb for purposes of Evercore's opinion were made on the bases of the Bristol-Myers Squibb projections and the Bristol-Myers Squibb projected synergies. Evercore expressed no view as to any projected financial data relating to Celgene and Bristol-Myers Squibb or the Bristol-Myers Squibb projected synergies or the assumptions on which they are based. Evercore reviewed the potential value of the CVR under different possible scenarios regarding the receipt of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR is conditioned, and, for purposes of Evercore's analysis and opinion, Evercore utilized an estimated probability-adjusted net present value of the CVR based on the estimated probabilities and timing of future regulatory milestones provided by the management of Bristol-Myers Squibb, as approved for Evercore's use by the BMS Board. Evercore expressed no view as to the likelihood of whether any of the regulatory approvals upon which the contingent consideration that is to be paid pursuant to the CVR will be obtained or whether the contingent consideration that is to be paid pursuant to the CVR will become payable.

For purposes of rendering its opinion, Evercore assumed, in all respects material to its analysis, that the final executed merger agreement would not differ from the draft merger agreement reviewed by Evercore, that the representations and warranties of each party contained in the merger agreement were true and correct, that each party would perform all of the covenants and agreements required to be performed by it under the merger agreement and that all conditions to the consummation of the merger would be satisfied without material waiver or modification thereof. Evercore further assumed that all governmental, regulatory or other consents, approvals or releases necessary for the consummation of the merger would be obtained without any material delay, limitation, restriction or condition that would have an adverse effect on Bristol-Myers Squibb, Celgene or the consummation of the merger or materially reduce the benefits to the holders of Bristol-Myers Squibb common stock of the merger.

Evercore did not make nor assume any responsibility for making any independent valuation or appraisal of the assets or liabilities of Bristol-Myers Squibb or Celgene, nor was Evercore furnished with any such appraisals, nor did Evercore evaluate the solvency or fair value of Bristol-Myers Squibb or Celgene under any state or federal laws relating to bankruptcy, insolvency or similar matters. Evercore's opinion is necessarily based upon information made available to it as of the date of its opinion and financial, economic, market and other conditions as they existed and could be evaluated on the date of its opinion. It is understood that subsequent developments may affect Evercore's opinion and that Evercore does not have any obligation to update, revise or reaffirm its opinion.

Evercore was not asked to pass upon, and expressed no opinion with respect to, any matter other than the fairness to Bristol-Myers Squibb, from a financial point of view, of the merger consideration. Evercore did not express any view on, and its opinion did not address, the fairness of the proposed merger to, or any consideration received in connection therewith by, the holders of any other securities, creditors or other constituencies of Bristol-Myers Squibb or Celgene, nor as to the fairness of the amount or nature of any compensation to be paid or payable to any of the officers, directors or employees of Bristol-Myers Squibb or Celgene, or any class of such persons, whether relative to the merger consideration or otherwise.

Evercore assumed that any modification to the structure of the transaction would not vary in any respect material to its analysis. Evercore's opinion did not address the relative merits of the merger as compared to other business or financial

strategies that might be available to Bristol-Myers Squibb, nor did it address the underlying business decision of Bristol-Myers Squibb to engage in the merger. Evercore expressed no opinion as to the price at which shares of Bristol-Myers Squibb or Celgene would trade at any time. Evercore noted that it is not a legal, regulatory, accounting or tax expert and Evercore assumed the accuracy and completeness of assessments by Bristol-Myers Squibb and its advisors with respect to legal, regulatory, accounting and tax matters.

141

TABLE OF CONTENTS

The below summary of certain material financial analyses does not purport to be a complete description of the analyses or data presented by Evercore. In connection with the review of the merger, Evercore performed a variety of financial and comparative analyses for purposes of rendering its opinion to the BMS Board. The preparation of a fairness opinion is a complex process and is not necessarily susceptible to partial analysis or summary description. Selecting portions of the analyses or of the summary described below, without considering the analyses as a whole, could create an incomplete view of the processes underlying Evercore's opinion. In arriving at its fairness determination, Evercore considered the results of all the analyses and did not draw, in isolation, conclusions from or with regard to any one analysis or factor considered by it for purposes of its opinion. Rather, Evercore made its determination as to fairness on the basis of its experience and professional judgment after considering the results of all the analyses. In addition, Evercore may have given various analyses and factors more or less weight than other analyses and factors, and may have deemed various assumptions more or less probable than other assumptions. As a result, the ranges of valuations resulting from any particular analysis or combination of analyses described below should not be taken to be the view of Evercore with respect to the actual value of Bristol-Myers Squibb common stock or Celgene common stock. No company used in the below analyses as a comparison is directly comparable to Bristol-Myers Squibb or Celgene, and no precedent transaction used is directly comparable to the merger. Furthermore, Evercore's analyses involve complex considerations and judgments concerning financial and operating characteristics and other factors that could affect the acquisition, public trading or other values of the companies or transactions used, including judgments and assumptions with regard to industry performance, general business, economic, market and financial conditions and other matters, many of which are beyond the control of Bristol-Myers Squibb, Celgene and their respective advisors.

Evercore prepared these analyses for the use and benefit of the BMS Board and for the purpose of providing an opinion to the BMS Board as to whether the merger consideration was fair, from a financial point of view, to Bristol-Myers Squibb. These analyses do not purport to be appraisals or to necessarily reflect the prices at which the business or securities actually may be sold. Any estimates contained in these analyses are not necessarily indicative of actual future results, which may be significantly more or less favorable than those suggested by such estimates. Accordingly, estimates used in, and the results derived from, Evercore's analyses are inherently subject to substantial uncertainty, and Evercore assumes no responsibility if future results are materially different from those forecasted in such estimates. Except as described above, the BMS Board imposed no other instruction or limitation on Evercore with respect to the investigations made or the procedures followed by Evercore in rendering its opinion. The merger consideration was determined through arm's-length negotiations between the parties to the merger agreement and was unanimously approved by the BMS Board. Evercore provided advice to the BMS Board during these negotiations. Evercore did not, however, recommend any specific consideration to the BMS Board or recommend that any specific consideration constituted the only appropriate consideration in the merger. Evercore's opinion was only one of many factors considered by the BMS Board in its evaluation of the merger and its opinion should not be viewed as determinative of the views of the BMS Board with respect to the merger or the merger consideration.

Under the terms of Evercore's engagement letter, Bristol-Myers Squibb has agreed to pay Evercore a fee of \$30 million for financial advisory services provided in connection with the merger, \$20 million of which is payable upon consummation of the merger. In addition, Bristol-Myers Squibb has agreed to reimburse Evercore for certain reasonable documented out-of-pocket expenses incurred in connection with its engagement, subject to certain limitations, and to indemnify Evercore and any of its members, officers, advisors, representatives, employees, agents, affiliates or controlling persons, if any, against certain liabilities and expenses arising out of its engagement.

Prior to Evercore's engagement in connection with the merger, Evercore and its affiliates provided financial advisory services to Bristol-Myers Squibb and received fees for the rendering of such services, including the reimbursement of expenses. During the two year period prior to the delivery of its opinion, no material relationship existed between Evercore and its affiliates and Bristol-Myers Squibb or Celgene pursuant to which compensation was received by Evercore or its affiliates as a result of such a relationship. Evercore may provide financial or other services to

Bristol-Myers Squibb, Celgene and their respective affiliates in the future and in connection with any such services Evercore may receive compensation.

142

TABLE OF CONTENTS

In the ordinary course of business, Evercore or its affiliates may actively trade the securities, or related derivative securities, or financial instruments of Bristol-Myers Squibb, Celgene and their respective affiliates, for its own account and for the accounts of its customers and, accordingly, may at any time hold a long or short position in such securities or instruments.

The issuance of the fairness opinion was approved by an Opinion Committee of Evercore.

Bristol-Myers Squibb engaged Evercore to act as a financial advisor to Bristol-Myers Squibb and the BMS Board based on its qualifications, experience and reputation, as well as familiarity with the business of Bristol-Myers Squibb. Bristol-Myers Squibb selected Evercore as co-financial advisor for the transaction due to the size and scope of the potential transaction and not because of any conflicts of interest or other concerns about either Morgan Stanley, Evercore or Dyal Co.'s ability to act as the financial advisor to Bristol-Myers Squibb. In reaching its decision to engage Evercore, the BMS Board also considered that Evercore would not be providing debt financing to Bristol-Myers Squibb in connection with the merger. Evercore is an internationally recognized investment banking firm and is regularly engaged in the valuation of businesses in connection with mergers and acquisitions, leveraged buyouts, competitive biddings, private placements and valuations for corporate and other purposes.

Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore

The following is a summary of the material financial analyses performed by Morgan Stanley, Dyal Co. and Evercore, which are referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb financial advisors, in connection with their respective oral opinions and the preparation of their respective written opinions to the BMS Board, dated January 2, 2019. The following summary is not a complete description of the Bristol-Myers Squibb financial advisors' opinions or the financial analyses performed and factors considered by the Bristol-Myers Squibb financial advisors in connection with their respective opinions, nor does the order of analyses described represent the relative importance or weight given to those analyses. Unless stated otherwise, the following quantitative information, to the extent that it is based on market data, is based on market data as of December 31, 2018, the last trading day prior to the Bristol-Myers Squibb financial advisors' presentation to the BMS Board, and is not necessarily indicative of current market conditions. In performing the financial analyses summarized below and in arriving at their respective opinions, at the direction of the BMS Board, the Bristol-Myers Squibb financial advisors used and relied upon certain Bristol-Myers Squibb projections, as described in —Certain Unaudited Prospective Financial Information. Bristol-Myers Squibb's management and the BMS Board considered various factors that could increase Bristol-Myers Squibb's financial performance during the period covered by the Bristol-Myers Squibb projections that were not reflected in the projections or utilized in evaluating the merger. **Some of the financial analyses summarized below include information presented in tabular format. In order to fully understand the financial analyses used by the Bristol-Myers Squibb financial advisors, the tables must be read together with the text of each summary. The tables alone do not constitute a complete description of the financial analyses. The analyses listed in the tables and described below must be considered as a whole. Assessing any portion of such analyses and of the factors reviewed, without considering all analyses and factors, could create a misleading or incomplete view of the process underlying the Bristol-Myers Squibb financial advisors' respective opinions.**

For purposes of their respective financial analyses and opinions, the Bristol-Myers Squibb financial advisors assumed an implied value of the merger consideration of \$105.37 per share of Celgene common stock, consisting of (i) cash consideration of \$50.00 per share, (ii) stock consideration of \$51.98 per share, based on the closing trading price of Bristol-Myers Squibb common stock on December 31, 2018 of \$51.98 and a fixed exchange ratio of one share of Bristol-Myers Squibb common stock for each share of Celgene common stock and (iii) CVR consideration of \$3.39 per share, representing the probability-adjusted net present value per CVR, which was calculated by discounting to present value as of December 31, 2018 the probability-adjusted payout on the CVR based on the Bristol-Myers Squibb CVR probability, as defined in the section titled —Certain Unaudited Prospective Financial Information

beginning on page 151 of this joint proxy statement/prospectus, and applying a discount rate of 8.25% based on the Bristol-Myers Squibb financial advisors' midpoint estimate of Celgene's weighted average cost of capital.

TABLE OF CONTENTS*Analyses Relating to Celgene**Selected Publicly Traded Companies Analysis*

The Bristol-Myers Squibb financial advisors performed a selected publicly traded companies analysis, which attempts to provide an implied value of a company by comparing it to similar companies that are publicly traded. The Bristol-Myers Squibb financial advisors reviewed and compared, using publicly available information, certain future financial information for Celgene with corresponding future financial information, ratios and public market multiples for publicly traded companies in the biopharmaceuticals industry that share certain similar business and operating characteristics to Celgene.

These companies were chosen based on the Bristol-Myers Squibb financial advisors' knowledge of the industry and because they have businesses that may be considered to be similar to Celgene's business. Although none of these companies are identical or directly comparable to Celgene, these companies are publicly traded companies with operations and/or other criteria, such as lines of business, markets, business risks, growth prospects, maturity of business and size and scale of business, that, for purposes of their analysis, the Bristol-Myers Squibb financial advisors considered to be similar to Celgene.

For purposes of this analysis, the Bristol-Myers Squibb financial advisors analyzed the ratios of the price of a share of common stock to estimated earnings per share, which is referred to in this joint proxy statement/prospectus as the P/E multiple, based on Thomson Reuters median consensus estimates for each of fiscal years 2019 and 2020, for each of the selected publicly traded companies listed below. The statistics for each of the selected companies are summarized as follows:

Selected Publicly Traded Company Multiples

Company	FY2019E P/E Multiple	FY2020E P/E Multiple
Eli Lilly and Company	19.4x	17.1x
AstraZeneca PLC	19.4x	16.5x
Novo Nordisk A/S	17.6x	16.0x
Merck & Co., Inc.	16.3x	14.3x
Novartis AG	15.6x	14.1x
Johnson & Johnson	15.0x	14.0x
Pfizer Inc.	14.2x	13.8x
Roche Holding AG	13.4x	13.3x
Amgen Inc.	13.3x	12.7x
GlaxoSmithKline plc	13.2x	12.3x
Sanofi S.A.	13.2x	12.2x
Biogen Inc.	10.7x	10.5x
AbbVie Inc.	10.6x	9.7x
Gilead Sciences, Inc. ⁽¹⁾	10.4x	10.0x
Allergan plc	8.2x	7.5x
Median	13.4x	13.3x

(1) Earnings per share adjusted for comparability by deducting stock-based compensation.

Based on the analysis of the relevant metrics for each of the selected publicly traded companies and taking into consideration the different business, financial and operating characteristics of the selected publicly traded companies as compared to Celgene, the Bristol-Myers Squibb financial advisors used their experience and professional judgment to select representative ranges of P/E multiples for fiscal years 2019 and 2020 and applied

TABLE OF CONTENTS

these ranges to the relevant Celgene financial statistics based on the Bristol-Myers Squibb adjusted Celgene financial projections. The Bristol-Myers Squibb financial advisors calculated ranges of estimated implied values per share of Celgene common stock on a stand-alone basis, rounded to the nearest \$1 per share, as follows:

Metric	Range of P/E Multiples	Implied Value Per Share Range for Celgene
FY2019E P/E Multiple	7.0x - 10.5x	\$65 - \$98
FY2020E P/E Multiple	6.0x - 10.0x	\$65 - \$108

The Bristol-Myers Squibb financial advisors compared these per share ranges to the implied merger consideration of \$105.37. The Bristol-Myers Squibb financial advisors also noted that the closing trading price for shares of Celgene common stock on December 31, 2018 was \$64.09. No company utilized in the selected publicly traded companies analysis is identical to Celgene. In evaluating selected publicly traded companies, the Bristol-Myers Squibb financial advisors made judgments and assumptions with regard to industry performance, general business, economic, market and financial conditions, and other matters, many of which are beyond the control of Celgene. These include, among other things, company growth, the impact of competition on the businesses of Celgene and the industry generally, industry growth and the absence of any adverse material change in the financial condition and prospects of Celgene or the industry, or in the financial markets in general. Mathematical analysis (such as determining the median) is not in itself a meaningful method of using selected publicly traded companies data.

Selected Precedent Transactions Analysis

The Bristol-Myers Squibb financial advisors performed a selected precedent transactions analysis, which is designed to imply a value of a company based on publicly available financial terms and premiums of selected transactions. The Bristol-Myers Squibb financial advisors selected certain stock or cash and stock transactions involving the acquisition of pharmaceutical companies since 2004 with a publicly announced transaction value of more than \$25 billion for which relevant financial information was publicly available.

For these transactions, the Bristol-Myers Squibb financial advisors reviewed the purchase price and calculated the ratio of the purchase price per share for each transaction to the estimated next twelve months earnings per share, which is referred to in this joint proxy statement/prospectus as the NTM EPS, based on publicly available financial information. The statistics for each of the selected precedent transactions are summarized as follows:

Selected Precedent Transaction Multiples

Announce Date	Acquiror	Target	Price / NTM EPS Multiple
5/8/2018	Takeda	Shire	12.8x
1/11/2016	Shire	Baxalta	21.3x
11/23/2015 ⁽¹⁾	Pfizer	Allergan	27.2x
11/17/2014	Actavis	Allergan	27.5x
7/18/2014 ⁽¹⁾	AbbVie	Shire	26.0x
5/18/2014 ^{(1),(2)}	Pfizer	AstraZeneca	21.6x

3/9/2009	Merck	Schering-Plough	14.0x
1/26/2009	Pfizer	Wyeth	13.7x
4/26/2004	Sanofi	Aventis	19.0x

(1) Transaction was withdrawn.

(2) Based on final publicly announced offer.

The selected precedent transactions varied significantly based upon company scale, product mix, business risks, growth prospects and geography, as well as prevailing market trends. Based on their experience and professional judgment and taking into consideration, among other things, (i) the observed multiples for the selected transactions listed above, (ii) the different business, financial and operating characteristics of the companies in

TABLE OF CONTENTS

such transactions as compared to Celgene and (iii) the prevailing market trends for the valuation and performance of pharmaceutical companies at the time of each transaction as compared to the current prevailing market trends, the Bristol-Myers Squibb financial advisors selected a representative range of Price / NTM EPS multiples and applied this range of financial multiples to the relevant financial statistic for Celgene. The Bristol-Myers Squibb financial advisors applied a Price / NTM EPS multiple range from 12.5x to 25.0x to Celgene's NTM EPS (as of December 31, 2018) based on the Bristol-Myers Squibb adjusted Celgene financial projections. Based on this analysis, the Bristol-Myers Squibb financial advisors derived a range of implied equity value per share of Celgene common stock of \$116 to \$232, rounded to the nearest \$1 per share.

The Bristol-Myers Squibb financial advisors compared this per share range to the implied merger consideration of \$105.37.

The Bristol-Myers Squibb financial advisors also reviewed, based on publicly available information, the premiums in the selected precedent transactions. For each selected precedent transaction, the Bristol-Myers Squibb financial advisors reviewed (i) the total offer value per share as of the announcement date relative to the unaffected share price of the target, which is referred to in this joint proxy statement/prospectus as the 1-Day Prior Premium, and (ii) the total offer value per share as of the announcement date relative to the 30-day VWAP (which refers to the volume weighted average price) as of the unaffected date of the target, which is referred to in this joint proxy statement/prospectus as the 30-Day VWAP Premium. The statistics for each of the selected precedent transactions are summarized as follows:

Announcement Date	Acquiror	Target	1-Day Prior Premium		30-Day VWAP Premium	
5/8/2018	Takeda	Shire	64	%	56	%
1/11/2016	Shire	Baxalta	37	%	45	%
11/23/2015 ⁽¹⁾	Pfizer	Allergan	39	%	48	%
11/17/2014	Actavis	Allergan	54	%	75	%
7/18/2014 ⁽¹⁾	AbbVie	Shire	40	%	52	%
5/18/2014 ^{(1),(2)}	Pfizer	AstraZeneca	45	%	42	%
3/9/2009	Merck	Schering-Plough	45	%	30	%
1/26/2009	Pfizer	Wyeth	29	%	34	%
4/26/2004	Sanofi	Aventis	24	%	29	%
	Median		40	%	45	%

(1) Transaction was withdrawn.

(2) Based on final publicly announced offer.

Based on their experience and professional judgment and taking into consideration, among other things, the observed premiums for the selected precedent transactions, the Bristol-Myers Squibb financial advisors selected a representative range of 1-Day Prior Premiums of 30% to 65% and 30-Day VWAP Premiums of 35% to 75%. The Bristol-Myers Squibb financial advisors applied these ranges of premiums to (i) the closing trading price for shares of Celgene common stock on December 31, 2018, the last trading day prior to the Bristol-Myers Squibb financial advisors' respective presentations to the BMS Board, and (ii) the 30-day VWAP of Celgene common stock, as of December 31, 2018, and calculated ranges of estimated implied values per share of Celgene common stock, rounded to the nearest \$1 per share, as follows:

Metric	Range of Premiums	Implied Value Per Share Range
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		for Celgene
1-Day Prior	30% - 65%	\$83 - \$106
30-Day VWAP	35% - 75%	\$92 - \$119

The Bristol-Myers Squibb financial advisors compared these per share ranges to the implied merger consideration of \$105.37.

No company or transaction utilized in the precedent transactions analysis is identical to Celgene or the merger. In evaluating the selected precedent transactions, the Bristol-Myers Squibb financial advisors made judgments and assumptions with regard to general business, market and financial conditions and other matters that are beyond the control of Celgene, such as the impact of competition on the business of Celgene or the industry

TABLE OF CONTENTS

generally, industry growth and the absence of any adverse material change in the financial condition of Celgene or the industry or in the financial markets in general, which could affect the public trading value of the companies and the aggregate value of the transactions to which they are being compared.

Discounted Cash Flow Analysis

The Bristol-Myers Squibb financial advisors performed a DCF analysis for Celgene, which is designed to provide an implied value of a company by calculating the present value of the estimated future unlevered free cash flows and terminal value of a company.

The Bristol-Myers Squibb financial advisors calculated ranges of implied values per share of Celgene common stock based on (i) estimates of future unlevered free cash flows for calendar years 2019 through 2028, excluding the impact of the Bristol-Myers Squibb projected synergies, and (ii) estimates of future unlevered free cash flows for calendar years 2019 through 2028, including the impact of the Bristol-Myers Squibb projected synergies. The Bristol-Myers Squibb financial advisors performed this analysis on the estimated unlevered free cash flows contained in the Bristol-Myers Squibb adjusted Celgene financial projections and the Bristol-Myers Squibb projected synergies.

For the DCF analysis excluding the impact of the Bristol-Myers Squibb projected synergies, the Bristol-Myers Squibb financial advisors calculated a terminal value for Celgene as of December 31, 2028, by applying a range of perpetual growth rates of 0.5% to 2.0%, selected based on the Bristol-Myers Squibb financial advisors' experience and professional judgment. The unlevered free cash flows from calendar years 2019 to 2028 and the terminal value were then discounted to present values using a range of discount rates of 7.5% to 9.0% (which the Bristol-Myers Squibb financial advisors derived based on Celgene's assumed weighted average cost of capital using their experience and professional judgment), to calculate an implied aggregate value for Celgene. The Bristol-Myers Squibb financial advisors then adjusted the total implied aggregate value ranges by Celgene's estimated net debt as of December 31, 2018, as provided by Celgene's management, and tax repatriation liability, as disclosed in Celgene's public filings, and divided the resulting implied total equity value ranges by Celgene's fully diluted shares outstanding as provided by Celgene's management. Based on the above-described analysis, the Bristol-Myers Squibb financial advisors derived a range of implied equity values per share of Celgene common stock of \$95 to \$136 (with a mid-point of \$112) on a stand-alone basis, rounded to the nearest \$1.

The Bristol-Myers Squibb financial advisors then derived a range of implied equity values per share of Celgene common stock using the above-described analysis taking into account the Bristol-Myers Squibb projected synergies, which would create value for the stockholders of each company following completion of the merger in proportion to their equity ownership. For this analysis, the Bristol-Myers Squibb financial advisors applied a mid-point perpetual growth rate of 1.25% (based on the Bristol-Myers Squibb financial advisors' experience and professional judgment), and discounted net cash flows generated by the Bristol-Myers Squibb projected synergies to present value using a range of discount rates of 7.5% to 9.0% (which the Bristol-Myers Squibb financial advisors derived based on Celgene's assumed weighted average cost of capital using their experience and professional judgment). Based on the above-described analysis, the Bristol-Myers Squibb financial advisors derived a range of implied equity values per share of Celgene common stock, including the impact of the Bristol-Myers Squibb projected synergies, of \$122 to \$170 (with a mid-point of \$142), rounded to the nearest \$1.

The Bristol-Myers Squibb financial advisors compared the implied equity value per share ranges of Celgene common stock derived from the DCF analyses, both exclusive and inclusive of the impact of the Bristol-Myers Squibb projected synergies, to the implied merger consideration of \$105.37.

Historical Trading Ranges

For reference purposes only, and not as a component of its fairness analysis, the Bristol-Myers Squibb financial advisors reviewed the historical trading data of shares of Celgene common stock for the 52-week period ended December 31, 2018, and noted that, during such period, the maximum closing price for shares of Celgene common stock was \$109 and the minimum closing price for shares of Celgene common stock was \$59, in each case rounded to the nearest \$1 per share.

The Bristol-Myers Squibb financial advisors also noted that the closing trading price for shares of Celgene common stock on December 31, 2018 was \$64.09 and that the 30-day VWAP, as of December 31, 2018, was \$67.87.

147

TABLE OF CONTENTS

Equity Research Analysts Price Targets

For reference purposes only, and not as a component of its fairness analysis, the Bristol-Myers Squibb financial advisors reviewed the undiscounted price targets for shares of Celgene common stock prepared and published by 20 equity research analysts as of December 31, 2018. These targets generally reflect each analyst's estimate of the future public market trading price of shares of Celgene common stock. The range of equity analyst undiscounted price targets for Celgene common stock was \$71 per share to \$163 per share. The Bristol-Myers Squibb financial advisors also noted that the median of equity analyst undiscounted price targets for Celgene common stock was \$105 per share.

In order to better compare the equity analysts' stock price targets with the merger consideration, based on their professional judgment and experience, the Bristol-Myers Squibb financial advisors discounted each analyst's price target to present value by applying, for a one year discount period, an illustrative discount rate of 10.0%, which was selected by the Bristol-Myers Squibb financial advisors based on Celgene's assumed mid-point cost of equity of 10.0%. This analysis resulted in a discounted analyst price target range for Celgene common stock of \$65 per share to \$148 per share, rounded to the nearest \$1 per share. The Bristol-Myers Squibb financial advisors also noted that the median of equity analyst discounted price targets for Celgene common stock was \$96 per share.

The price targets published by equity research analysts do not necessarily reflect current market trading prices for Celgene common stock and these estimates are subject to uncertainties, including the future financial performance of Celgene and future financial market conditions.

Analyses Relating to Bristol-Myers Squibb

Selected Publicly Traded Companies Analysis

The Bristol-Myers Squibb financial advisors performed a selected publicly traded companies analysis, which attempts to provide an implied value of a company by comparing it to similar companies that are publicly traded. The Bristol-Myers Squibb financial advisors reviewed and compared, using publicly available information, certain future financial information for Bristol-Myers Squibb with corresponding future financial information, ratios and public market multiples for publicly traded companies in the biopharmaceuticals industry that share certain similar business and operating characteristics to Bristol-Myers Squibb.

These companies were chosen based on the Bristol-Myers Squibb financial advisors' knowledge of the industry and because they have businesses that may be considered to be similar to Bristol-Myers Squibb's business. Although none of such companies are identical or directly comparable to Bristol-Myers Squibb, these companies are publicly traded companies with operations and/or other criteria, such as lines of business, markets, business risks, growth prospects, maturity of business and size and scale of business, that, for purposes of their analysis, the Bristol-Myers Squibb financial advisors considered to be similar to Bristol-Myers Squibb.

TABLE OF CONTENTS

For purposes of this analysis, the Bristol-Myers Squibb financial advisors analyzed the following P/E multiples based on Thomson Reuters median consensus estimates for each of the fiscal years 2019 and 2020, for each of the selected publicly traded companies listed below. The statistics for each of the selected companies are summarized as follows:

Selected Publicly Traded Company Multiples

Company	FY2019E P/E Multiple	FY2020E P/E Multiple
Eli Lilly and Company	19.4x	17.1x
AstraZeneca PLC	19.4x	16.5x
Novo Nordisk A/S	17.6x	16.0x
Merck & Co., Inc.	16.3x	14.3x
Novartis AG	15.6x	14.1x
Johnson & Johnson	15.0x	14.0x
Pfizer Inc.	14.2x	13.8x
Roche Holding AG	13.4x	13.3x
Amgen Inc.	13.3x	12.7x
GlaxoSmithKline plc	13.2x	12.3x
Sanofi S.A.	13.2x	12.2x
Biogen Inc.	10.7x	10.5x
AbbVie Inc.	10.6x	9.7x
Gilead Sciences, Inc. ⁽¹⁾	10.4x	10.0x
Allergan plc	8.2x	7.5x
Median	13.4x	13.3x

(1) Earnings per share adjusted for comparability by deducting stock-based compensation.

Based on the analysis of the relevant metrics for each of the selected publicly traded companies and taking into consideration the different business, financial and operating characteristics of the selected publicly traded companies as compared to Bristol-Myers Squibb, the Bristol-Myers Squibb financial advisors used their experience and professional judgment to select representative ranges of P/E multiples for fiscal years 2019 and 2020 and applied these ranges to the relevant Bristol-Myers Squibb financial statistics based on the Bristol-Myers Squibb financial projections. The Bristol-Myers Squibb financial advisors calculated ranges of estimated implied values per share of Bristol-Myers Squibb common stock, rounded to the nearest \$1 per share, as follows:

Metric	Range of P/E Multiples	Implied Value Per Share Range for Bristol-Myers Squibb
FY2019E P/E Multiple	10.5x - 16.0x	\$45 - \$69
FY2020E P/E Multiple	10.5x - 14.0x	\$46 - \$61

The Bristol-Myers Squibb financial advisors compared these per share ranges to (i) the closing trading price of Bristol-Myers Squibb common stock on December 31, 2018 of \$51.98 and (ii) the 30-day VWAP of Bristol-Myers Squibb common stock as of December 31, 2018 of \$52.04.

No company utilized in the selected publicly traded companies analysis is identical to Bristol-Myers Squibb. In evaluating selected publicly traded companies, the Bristol-Myers Squibb financial advisors made judgments and assumptions with regard to industry performance, general business, economic, market and financial conditions, and other matters, many of which are beyond the control of Bristol-Myers Squibb. These include, among other things, company growth, the impact of competition on the businesses of Bristol-Myers Squibb and the industry generally, industry growth and the absence of any adverse material change in the financial condition and prospects of Bristol-Myers Squibb or the industry, or in the financial markets in general. Mathematical analysis (such as determining the median) is not in itself a meaningful method of using selected publicly traded companies data.

TABLE OF CONTENTS*Discounted Cash Flow Analysis*

The Bristol-Myers Squibb financial advisors performed a DCF analysis for Bristol-Myers Squibb.

The Bristol-Myers Squibb financial advisors calculated ranges of implied values per share of Bristol-Myers Squibb common stock based on estimates of future unlevered free cash flows for calendar years 2019 through 2023. The Bristol-Myers Squibb financial advisors performed this analysis on the estimated unlevered free cash flows contained in the Bristol-Myers Squibb financial projections. The Bristol-Myers Squibb financial advisors then calculated a terminal value for Bristol-Myers Squibb as of December 31, 2023, by applying a range of perpetual growth rates of (1.0)% to 0.0%, selected based on the Bristol-Myers Squibb financial advisors' experience and professional judgment. The unlevered free cash flows from calendar years 2019 to 2023 and the terminal value were then discounted to present values using a range of discount rates of 7.5% to 8.5% (which the Bristol-Myers Squibb financial advisors derived based on Bristol-Myers Squibb's assumed weighted average cost of capital using their experience and professional judgment), to calculate an implied aggregate value for Bristol-Myers Squibb. The Bristol-Myers Squibb financial advisors then adjusted the total implied aggregate value ranges by Bristol-Myers Squibb's estimated net debt as of December 31, 2018, as provided by Bristol-Myers Squibb's management, and tax repatriation liability, as disclosed in Bristol-Myers Squibb's public filings, and divided the resulting implied total equity value ranges by Bristol-Myers Squibb's fully diluted shares outstanding as provided by Bristol-Myers Squibb's management. Based on the above-described analysis, the Bristol-Myers Squibb financial advisors derived a range of implied equity values per share of Bristol-Myers Squibb common stock of \$64 to \$79 (with a mid-point of \$71), rounded to the nearest \$1.

The Bristol-Myers Squibb financial advisors compared this per share range to (i) the closing trading price of Bristol-Myers Squibb common stock on December 31, 2018 of \$51.98 and (ii) the 30-day VWAP of Bristol-Myers Squibb common stock as of December 31, 2018 of \$52.04.

Historical Trading Ranges

For reference purposes only, and not as a component of its fairness analysis, the Bristol-Myers Squibb financial advisors reviewed the historical trading data of shares of Bristol-Myers Squibb common stock for the 52-week period ended December 31, 2018, and noted that, during such period, the maximum closing price for shares of Bristol-Myers Squibb common stock was \$69 and the minimum closing price for shares of Bristol-Myers Squibb common stock was \$49, in each case rounded to the nearest \$1 per share.

The Bristol-Myers Squibb financial advisors also noted that the closing trading price for shares of Bristol-Myers Squibb common stock on December 31, 2018 was \$51.98 and that the 30-day VWAP, as of December 31, 2018, was \$52.04.

Equity Research Analysts' Price Targets

For reference purposes only, and not as a component of its fairness analysis, the Bristol-Myers Squibb financial advisors reviewed the undiscounted price targets for shares of Bristol-Myers Squibb common stock prepared and published by 14 equity research analysts as of December 31, 2018. These targets generally reflect each analyst's estimate of the future public market trading price of shares of Bristol-Myers Squibb common stock. The range of equity analyst undiscounted price targets for Bristol-Myers Squibb common stock was \$47 per share to \$75 per share. The Bristol-Myers Squibb financial advisors also noted that the median of equity analyst undiscounted price targets for Bristol-Myers Squibb common stock was \$60 per share, rounded to the nearest \$1 per share.

In order to better compare the equity analysts' stock price targets with the Bristol-Myers Squibb share price, based on their professional judgment and experience, the Bristol-Myers Squibb financial advisors discounted each analyst's

price target to present value by applying, for a one year discount period, an illustrative discount rate of 8.5%, which was selected by the Bristol-Myers Squibb financial advisors based on Bristol-Myers Squibb's assumed mid-point cost of equity of 8.5%. This analysis resulted in a discounted analyst price target range for Bristol-Myers Squibb common stock of \$43 per share to \$69 per share, rounded to the nearest \$1 per share. The Bristol-Myers Squibb financial advisors also noted that the median of equity analyst discounted price targets for Bristol-Myers Squibb common stock was \$55 per share.

The price targets published by equity research analysts do not necessarily reflect current market trading prices for Bristol-Myers Squibb common stock and these estimates are subject to uncertainties, including the future financial performance of Bristol-Myers Squibb and future financial market conditions.

150

TABLE OF CONTENTS***Pro Forma Merger Analysis***

Using the Bristol-Myers Squibb projections, and assuming, among other things, realization of the Bristol-Myers Squibb projected synergies and the expected repurchase of \$5 billion of Bristol-Myers Squibb common stock following completion of the merger, and taking into account the merger consideration (including the stock issuance), and the probability-adjusted payout of the CVR based on Bristol-Myers Squibb management's estimates as to the probability and timing of achieving the CVR milestones, the Bristol-Myers Squibb financial advisors performed a pro forma analysis of the financial impact of the merger on Bristol-Myers Squibb's estimated cash EPS for each of calendar years 2020 through 2023.

Based on this analysis, but excluding transaction-related amortization and the EPS impact of one-time costs to achieve the Bristol-Myers Squibb projected synergies, it is expected that the proposed merger would be significantly accretive to the estimated cash EPS for each of calendar years 2020 through 2023.

The Bristol-Myers Squibb financial advisors also conducted a DCF analysis of Bristol-Myers Squibb pro forma for the proposed merger, which is referred to in this section of the joint proxy statement/prospectus as the pro forma DCF, using the Bristol-Myers Squibb projections and other information and data for each of Bristol-Myers Squibb and Celgene as described above. The pro forma DCF analysis reflected (i) the stand-alone DCF values derived for each of Bristol-Myers Squibb and Celgene, exclusive of the impact of the Bristol-Myers Squibb projected synergies, as described above under —Analyses Relating to Bristol-Myers Squibb—Discounted Cash Flow Analysis and —Analyses Relating to Celgene—Discounted Cash Flow Analysis, respectively, plus (ii) the DCF value of the Bristol-Myers Squibb projected synergies, as described above under —Analyses Relating to Bristol-Myers Squibb—Discounted Cash Flow Analysis, minus (iii) the estimated \$37 billion of cash consideration to be paid to Celgene stockholders at the completion of the merger and after-tax fees and expenses related to the transaction, minus (iv) the expected repurchase of \$5 billion of Bristol-Myers Squibb common stock following completion of the merger, minus (v) the probability-adjusted net present value of the CVR. The Bristol-Myers Squibb financial advisors then divided the resulting implied total equity value ranges by Bristol-Myers Squibb's pro forma fully diluted shares outstanding, calculated as Bristol-Myers Squibb's basic shares outstanding, as adjusted for newly issued shares, share buybacks, and incremental equity dilution based on pro forma equity value. Based on the above-described analysis, the Bristol-Myers Squibb financial advisors derived a range of pro forma implied equity values per share of Bristol-Myers Squibb common stock of \$66 to \$94 (with a mid-point of \$78), rounded to the nearest \$1. The Bristol-Myers Squibb financial advisors compared the pro forma implied equity values per share of Bristol-Myers Squibb common stock to the stand-alone implied equity values per share of Bristol-Myers Squibb common stock, as described above under —Analyses Relating to Bristol-Myers Squibb—Discounted Cash Flow Analysis.

Based on this analysis, the proposed merger would be accretive to Bristol-Myers Squibb's DCF equity value per share at each of the low, middle and high points of the range of values implied by the DCF analysis.

Certain Unaudited Prospective Financial Information

Neither Celgene nor Bristol-Myers Squibb generally publishes its business plans and strategies or makes external disclosures of its anticipated financial position or results of operations due to, among other reasons, the uncertainty of the underlying assumptions and estimates, other than, in each case, providing, from time to time, estimated ranges of certain expected financial results and operational metrics for the current year and certain future years in their respective regular earnings press releases and other investor materials.

Each of Celgene management and Bristol-Myers Squibb management, however, prepared and provided certain nonpublic, internal financial projections regarding Celgene and Bristol-Myers Squibb to its respective board of directors in connection with its evaluation of the merger, as well as—as described below—on a confidential basis in the

due diligence process to (i) its respective financial advisors in connection with their respective financial analyses described in the sections titled —Opinions of Celgene’s Financial Advisors, —Opinions of Bristol-Myers Squibb’s Financial Advisors and —Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore, beginning on pages 115, 133 and 143, respectively, of this joint proxy statement/prospectus and (ii) the other party and its respective financial advisors.

Celgene Financial Projections

Celgene management prepared and provided certain projections regarding Celgene’s future operations for fiscal years 2018 through 2028, on a stand-alone basis, assuming Celgene would continue as an independent company, without giving effect to the completion of the merger, to the Celgene Board in connection with its evaluation of the merger, and to J.P. Morgan and Citigroup, its financial advisors, in connection with their respective financial

TABLE OF CONTENTS

analyses described above in the section titled —Opinions of Celgene’s Financial Advisors, beginning on page 115 of this joint proxy statement/prospectus. Therefore, these projections, which are referred to in this joint proxy statement/prospectus as the Celgene financial projections, do not give effect to the transaction or any changes to Celgene’s operations or strategy that may be implemented after the consummation of the transaction, including potential synergies to be realized as a result of the transaction, or to any costs incurred in connection with the transaction. Furthermore, the Celgene financial projections do not take into account the effect of any failure of the transaction to be completed and should not be viewed as relevant or continuing in that context. The Celgene financial projections included three different sets of projections—referred to as Celgene management case 1, Celgene management case 2 and Celgene management case 3—that were based on different assumptions as to (i) the timing and extent of technological disruption in the near-to-medium term affecting Celgene’s currently marketed products, (ii) the focus of efforts on and probability of success of Celgene’s pipeline product candidates and (iii) certain other matters referred to below under —General beginning on page 94 of this joint proxy statement/prospectus. The Celgene financial projections also included a fourth set of projections—referred to as the Celgene blended management case—which was a probability-weighted average of Celgene management case 1, Celgene management case 2 and Celgene management case 3, calculated by applying a probability weighting of 35%, 55% and 10% to Celgene management case 1, Celgene management case 2 and Celgene management case 3, respectively.

The Celgene financial projections were provided to the Celgene Board in connection with its evaluation of the merger and were also provided to J.P. Morgan and Citigroup in connection with their respective financial analyses described in the section titled —Opinions of Celgene’s Financial Advisors. In connection with discussions relating to the merger, Celgene management also provided to Bristol-Myers Squibb a portion of the Celgene financial projections comprising the Revenue and Adjusted EBITDA line items from Celgene management case 2 for fiscal years 2018 to 2023.

The following tables present a summary of the Celgene financial projections:

Celgene management case 1

<i>(Dollars in billions)</i>	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
Revenue	\$ 15.3	\$ 17.3	\$ 19.7	\$ 22.7	\$ 21.3	\$ 20.0	\$ 18.6	\$ 15.9	\$ 14.4	\$ 14.3	\$ 14.5
EBITDA ⁽¹⁾	\$ 8.7	\$ 10.3	\$ 12.2	\$ 14.5	\$ 12.8	\$ 11.2	\$ 9.4	\$ 7.8	\$ 6.7	\$ 6.5	\$ 6.7
Adjusted EBITDA ⁽²⁾	\$ 7.9	\$ 9.4	\$ 11.2	\$ 13.3	\$ 11.8	\$ 10.2	\$ 8.4	\$ 7.0	\$ 5.9	\$ 5.8	\$ 6.0

Celgene management case 2

<i>(Dollars in billions)</i>	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
Revenue	\$ 15.3	\$ 17.3	\$ 19.8	\$ 22.8	\$ 23.4	\$ 24.0	\$ 23.9	\$ 23.0	\$ 19.9	\$ 19.6	\$ 19.8
EBITDA ⁽¹⁾	\$ 8.7	\$ 10.3	\$ 12.2	\$ 14.6	\$ 14.7	\$ 14.8	\$ 14.3	\$ 12.0	\$ 9.9	\$ 9.6	\$ 9.9
Adjusted EBITDA ⁽²⁾	\$ 7.9	\$ 9.4	\$ 11.2	\$ 13.5	\$ 13.5	\$ 13.6	\$ 13.1	\$ 10.9	\$ 8.9	\$ 8.6	\$ 8.9

Celgene management case 3

<i>(Dollars in billions)</i>	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
Revenue	\$ 15.3	\$ 17.3	\$ 19.8	\$ 23.1	\$ 24.2	\$ 26.0	\$ 27.9	\$ 28.7	\$ 22.8	\$ 21.7	\$ 22.0

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EBITDA ⁽¹⁾	\$ 8.7	\$ 10.3	\$ 12.3	\$ 14.8	\$ 15.4	\$ 16.7	\$ 17.9	\$ 15.3	\$ 11.4	\$ 10.7	\$ 11.0
Adjusted EBITDA ⁽²⁾	\$ 7.9	\$ 9.4	\$ 11.3	\$ 13.7	\$ 14.2	\$ 15.4	\$ 16.6	\$ 13.8	\$ 10.3	\$ 9.6	\$ 9.9

Celgene blended management case

(Dollars in billions)

	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
Revenue	\$ 15.3	\$ 17.3	\$ 19.8	\$ 22.8	\$ 22.7	\$ 22.8	\$ 22.4	\$ 21.1	\$ 18.3	\$ 18.0	\$ 18.2
EBITDA ⁽¹⁾	\$ 8.7	\$ 10.3	\$ 12.2	\$ 14.6	\$ 14.1	\$ 13.7	\$ 12.9	\$ 10.9	\$ 8.9	\$ 8.6	\$ 8.9
Adjusted EBITDA ⁽²⁾	\$ 7.9	\$ 9.4	\$ 11.2	\$ 13.4	\$ 13.0	\$ 12.6	\$ 11.8	\$ 9.8	\$ 8.0	\$ 7.7	\$ 8.0

EBITDA is earnings before interest expense, income taxes, depreciation and amortization and, for purposes of the Celgene financial projections, is a non-GAAP financial measure calculated in a manner consistent with the non-GAAP financial measures presented by Celgene in its periodic earnings releases. As set forth and explained in Celgene's periodic earnings releases, Celgene calculates certain

TABLE OF CONTENTS

of its non-GAAP financial measures by excluding certain GAAP items that Celgene management does not consider to be normal, recurring, cash operating expenses, but that may not meet the definition of usual or non-recurring items. For example, for purposes of the Celgene financial projections, EBITDA excludes any stock-based compensation expense.

- (2) Adjusted EBITDA is EBITDA (as defined in footnote (1) above), but includes stock-based compensation expense.

The following table sets forth the estimated amounts of unlevered free cash flow of Celgene for Celgene management case 1, Celgene management case 2, Celgene management case 3 and the Celgene blended management case. These amounts were calculated by J.P. Morgan and Citigroup based on information approved or provided, as applicable, by Celgene management for purposes of J.P. Morgan's and Citigroup's respective financial analyses described in the section —Opinions of Celgene's Financial Advisors, and Celgene management reviewed and approved the use of these amounts by J.P. Morgan and Citigroup for such purposes.

<i>(Dollars in billions)</i>	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
Unlevered free cash flow ⁽³⁾										
<i>Celgene management case 1</i>	\$ 6.8	\$ 8.3	\$ 9.2	\$ 8.6	\$ 7.3	\$ 6.1	\$ 5.1	\$ 4.3	\$ 4.1	\$ 4.2
<i>Celgene management case 2</i>	\$ 6.8	\$ 8.3	\$ 9.3	\$ 9.8	\$ 9.8	\$ 9.4	\$ 7.8	\$ 6.5	\$ 6.1	\$ 6.3
<i>Celgene management case 3</i>	\$ 6.8	\$ 8.3	\$ 9.4	\$ 10.3	\$ 11.0	\$ 11.8	\$ 9.8	\$ 7.6	\$ 6.8	\$ 7.0
<i>Celgene blended management case</i>	\$ 6.8	\$ 8.3	\$ 9.3	\$ 9.5	\$ 9.0	\$ 8.5	\$ 7.0	\$ 5.8	\$ 5.5	\$ 5.6

- (3) Unlevered free cash flow is adjusted EBITDA (as defined in footnote (2) above) less taxes, less capital expenditures, less changes in net working capital, less milestone payments.

EBITDA, adjusted EBITDA and unlevered free cash flow are non-GAAP financial measures. This information was not prepared for public disclosure. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures determined or calculated in accordance with GAAP. Additionally, non-GAAP financial measures as presented by Celgene may not be comparable to similarly titled measures reported by other companies. In the view of Celgene's management, the Celgene financial projections were prepared on a reasonable basis based on the information available to Celgene's management at the time of their preparation.

Celgene Adjusted Bristol-Myers Squibb Financial Projections

In connection with discussions relating to the merger, Bristol-Myers Squibb management prepared and provided to Celgene the Bristol-Myers Squibb financial projections described below under —Bristol-Myers Squibb Financial Projections. In connection with its evaluation of the merger, Celgene management made certain adjustments and modifications to the assumptions and estimates underlying the Bristol-Myers Squibb financial projections and prepared internal financial projections regarding Bristol-Myers Squibb's future operations for fiscal years 2018 through 2023, which are referred to in this joint proxy statement/prospectus as the Celgene adjusted Bristol-Myers Squibb financial projections. Such adjustments and modifications, and such internal financial projections, were made by Celgene's management in light of, among other things, the due diligence Celgene conducted on Bristol-Myers Squibb, publicly available forecasts of Bristol-Myers Squibb's future performance by certain financial analysts, the potential impact of the planned divestiture of Bristol-Myers Squibb's French consumer healthcare business, UPSA, announced by Bristol-Myers Squibb on December 19, 2018, and certain other matters referred to below under —General beginning

on page 94 of this joint proxy statement/prospectus. Celgene provided the Celgene adjusted Bristol-Myers Squibb financial projections to the Celgene Board in connection with its evaluation of the merger and also to J.P. Morgan and Citigroup in connection with their respective financial analyses described above in the section —Opinions of Celgene’s Financial Advisors beginning on page 115 of this joint proxy statement/prospectus.

The following table presents a summary of the Celgene adjusted Bristol-Myers Squibb financial projections:

<i>(Dollars in billions)</i>	2018E	2019E	2020E	2021E	2022E	2023E
Revenue	\$ 22.2	\$ 24.1	\$ 24.9	\$ 25.5	\$ 26.6	\$ 27.3
EBITDA ⁽¹⁾	\$ 6.6	\$ 7.8	\$ 7.8	\$ 8.2	\$ 8.4	\$ 8.6

EBITDA is earnings before interest expense, income taxes, depreciation and amortization and, for purposes of the Celgene adjusted Bristol-Myers Squibb financial projections, is a non-GAAP financial measure meant to be (1) consistent with the non-GAAP financial measures presented by Bristol-Myers Squibb in its periodic earnings releases. For purposes of the Celgene adjusted Bristol-Myers Squibb financial projections, EBITDA includes stock-based compensation expense.

TABLE OF CONTENTS

The following table sets forth the estimated amounts of unlevered free cash flow of Bristol-Myers Squibb. These amounts were calculated by J.P. Morgan and Citigroup based on information approved or provided, as applicable, by Celgene management for purposes of J.P. Morgan's and Citigroup's respective financial analyses described in the sections titled —Opinions of Celgene's Financial Advisors and Celgene management reviewed and approved the use of these amounts by J.P. Morgan and Citigroup for such purposes.

<i>(Dollars in billions)</i>	2019E	2020E	2021E	2022E	2023E
Unlevered free cash flow ⁽²⁾	\$ 6.9	\$ 7.0	\$ 7.2	\$ 6.8	\$ 6.9

(2) Unlevered free cash flow is EBITDA (as defined in footnote (1) above) plus other equity income/royalties, less taxes, less capital expenditures, less changes in net working capital, less milestones and other items.

EBITDA and unlevered free cash flow are non-GAAP financial measures. This information was not prepared for public disclosure. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures determined or calculated in accordance with GAAP. Additionally, non-GAAP financial measures as presented by Celgene may not be comparable to similarly titled measures reported by other companies. In the view of Celgene's management, the Celgene adjusted Bristol-Myers Squibb financial projections were prepared on a reasonable basis based on the information available to Celgene's management at the time of their preparation.

Celgene Projected Synergies

Celgene management provided to the Celgene Board in connection with its consideration of the merger and to J.P. Morgan and Citigroup in connection with their respective financial analyses described above in the section —Opinions of Celgene's Financial Advisors, an estimate of \$2.5 billion of annual pre-tax synergies that would be achieved as a result of the merger, with the full amount of such annual pre-tax synergies to be achieved during 2021 and subsequent years. These estimated pre-tax synergies are referred to in this joint proxy statement/prospectus as Celgene projected synergies. Celgene management provided that the aggregate cost of achieving the Celgene projected synergies would be \$2.2 billion.

Celgene CVR Probabilities

Celgene management provided estimates of the probabilities of achieving the three FDA approvals required to trigger the \$9 payment under the CVR agreement to the Celgene Board in connection with its evaluation of the merger, and to J.P. Morgan and Citigroup in connection with their respective financial analyses described above in the section —Opinions of Celgene's Financial Advisors. These estimates, which are referred to in this proxy statement/prospectus as the Celgene CVR probabilities, were as follows: The probability of triggering the \$9 payment under the CVR by March 31, 2021 was 54.4% for Celgene management case 1; 72.9% for Celgene management case 2; 100.0% for Celgene management case 3; and 69.1% for the Celgene blended management case, and the probability of triggering the payment under the CVR earlier, by December 31, 2020, was 45.9% for Celgene management case 1; 72.9% for Celgene management case 2; 100.0% for Celgene management case 3; and 66.2% for the Celgene blended management case.

Bristol-Myers Squibb Financial Projections

Bristol-Myers Squibb management prepared certain nonpublic, internal financial projections regarding Bristol-Myers Squibb's future operations for fiscal years 2019 through 2023, on a stand-alone basis, assuming Bristol-Myers Squibb would continue as an independent company, without giving effect to the completion of the merger. Therefore, these projections, which are referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb financial projections, do not give effect to the transaction or any changes to Bristol-Myers Squibb's operations or strategy that may be implemented after the consummation of the transaction, including potential synergies to be realized as a result

of the transaction, or to any costs incurred in connection with the transaction. Furthermore, the Bristol-Myers Squibb financial projections do not take into account the effect of any failure of the transaction to be completed and should not be viewed as relevant or continuing in that context. The Bristol-Myers Squibb financial projections were provided to the BMS Board in connection with its evaluation of the merger, and to Morgan Stanley, Dyal Co. and Evercore, its financial advisors, in connection with their respective financial analyses described in the sections titled —Opinions of Bristol-Myers Squibb’s Financial Advisors and —Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore, beginning on pages 133 and 143, respectively, of this joint proxy statement/prospectus.

TABLE OF CONTENTS

The Bristol-Myers Squibb financial projections reflect numerous assumptions and estimates that Bristol-Myers Squibb made in good faith, including, without limitation, (1) that macroeconomic conditions will remain stable, both in the United States and globally, (2) that no major changes occur in U.S. policy, laws and regulations, including reform of the U.S. health care system and tax laws, (3) that gross margins in the biopharmaceutical industry remain stable, (4) that no major changes in industry pricing benchmarks and drug pricing generally occur and (5) certain other matters referred to below under —General beginning on page 94 of this joint proxy statement/prospectus. The Bristol-Myers Squibb financial projections also assume that GAAP as in effect on December 31, 2018 applies throughout the projection period. Bristol-Myers Squibb non-GAAP measures, including cash net income and related information, are adjusted to exclude specified items that represent certain costs, expenses, gains and losses and other items impacting the comparability of financial results, each of which is referred to in this joint proxy statement/prospectus as a non-GAAP financial measure.

The following table presents a summary of the Bristol-Myers Squibb financial projections:

	Year Ending December 31,				
	2019E	2020E	2021E	2022E	2023E
	(dollars in billions)				
Bristol-Myers Squibb net revenue	\$ 24.5	\$ 25.3	\$ 25.9	\$ 28.6	\$ 31.9
Bristol-Myers Squibb unlevered free cash flow ⁽¹⁾	5.7	6.0	5.9	8.7	10.6
Bristol-Myers Squibb cash net income ⁽²⁾	7.0	7.1	7.3	9.0	11.0

Bristol-Myers Squibb unlevered free cash flow is a non-GAAP financial measure defined as earnings before (1) income taxes, interest and amortization, less income tax expenses, plus depreciation, less changes in working capital, less capital expenditures.

(2) Bristol-Myers Squibb cash net income is a non-GAAP financial measure defined as earnings before taxes, less income tax expenses.

Bristol-Myers Squibb unlevered free cash flow and Bristol-Myers Squibb cash net income are non-GAAP financial measures. This information was not prepared for public disclosure. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures determined or calculated in accordance with GAAP. Additionally, non-GAAP financial measures as presented by Bristol-Myers Squibb may not be comparable to similarly titled measures reported by other companies. In the view of Bristol-Myers Squibb's management, the Bristol-Myers Squibb financial projections were prepared on a reasonable basis based on the information available to Bristol-Myers Squibb's management at the time of their preparation.

Bristol-Myers Squibb Adjusted Celgene Financial Projections

In connection with discussions relating to the merger, Celgene management provided to Bristol-Myers Squibb a portion of the Celgene financial projections. Specifically, Celgene management provided to Bristol-Myers Squibb the Revenue and Adjusted EBITDA figures of the financial projections outlined above under Celgene management case 2 for fiscal years 2018 through 2023. In connection with its evaluation of the merger, Bristol-Myers Squibb management made certain adjustments and modifications to the assumptions and estimates underlying the Celgene financial projections and prepared internal financial projections regarding Celgene's future operations for fiscal years 2018 through 2028, which are referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb adjusted Celgene financial projections. Such adjustments and modifications, and such internal financial projections, were made by Bristol-Myers Squibb's management based on, among other things, Bristol-Myers Squibb's due diligence review of Celgene, market trends and risks and opportunities with respect to Celgene and certain other assumptions and estimates including, without limitation, items (1) through (5) listed under —Bristol-Myers Squibb Financial Projections above and certain other matters referred to below under —General beginning on page 94 of this joint proxy

statement/prospectus. Bristol-Myers Squibb management provided the Bristol-Myers Squibb adjusted Celgene financial projections to the BMS Board in connection with its evaluation of the proposed transaction and to Morgan Stanley, Dyal Co. and Evercore in connection with their respective financial analyses described above in the sections titled —Opinions of Bristol-Myers Squibb’s Financial Advisors and —Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore beginning on pages 133 and 143, respectively, of this joint proxy statement/prospectus.

155

TABLE OF CONTENTS

The following table presents a summary of the Bristol-Myers Squibb adjusted Celgene financial projections:

	Year Ending December 31,										
	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E	2028E
	(dollars in billions)										
Celgene net sales	\$ 15.3	\$ 16.8	\$ 18.9	\$ 21.6	\$ 19.9	\$ 19.5	\$ 18.2	\$ 18.0	\$ 16.3	\$ 17.7	\$ 18.8
Celgene operating income	8.6	9.3	10.9	12.9	10.9	10.2	9.3	8.7	7.9	8.8	9.5
Celgene operating income (post-SBC) ⁽¹⁾	7.8	8.6	9.9	11.7	9.8	9.3	8.6	7.9	7.1	7.9	8.6
Celgene EBITDA (post-SBC) ⁽¹⁾⁽²⁾	7.9	8.7	10.1	11.9	10.0	9.5	8.7	8.1	7.2	8.0	8.8
Celgene unlevered free cash flow ⁽³⁾	—	6.6	7.6	9.4	8.1	7.6	7.1	6.5	6.0	6.2	6.9

(1) Adjusted to include stock-based compensation expense in a manner consistent with Bristol-Myers Squibb's reporting methodology.

(2) EBITDA is a non-GAAP financial measure defined as earnings before interest expenses, income taxes, depreciation and amortization.

(3) Celgene unlevered free cash flow is a non-GAAP financial measure defined as earnings before income taxes, interest and amortization, less income tax expenses, plus depreciation, less changes in working capital, less capital expenditures.

In addition to the Bristol-Myers Squibb adjusted Celgene financial projections set forth in the table above, Bristol-Myers Squibb management prepared for use in Morgan Stanley's, Dyal Co.'s and Evercore's selected publicly traded companies analysis and selected precedent transactions analysis unaudited prospective financial information for Celgene comprising estimates of Celgene cash net income, which is a non-GAAP financial measure defined as earnings before taxes less income tax expenses, for the fiscal years ending 2019 and 2020. Such estimates were \$6.6 billion and \$7.7 billion, respectively.

Celgene EBITDA and Celgene unlevered free cash flow are non-GAAP financial measures. This information was not prepared for public disclosure. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures determined or calculated in accordance with GAAP. Additionally, non-GAAP financial measures as presented by Bristol-Myers Squibb may not be comparable to similarly titled measures reported by other companies. In the view of Bristol-Myers Squibb's management, the Bristol-Myers Squibb adjusted Celgene financial projections were prepared on a reasonable basis based on the information available to Bristol-Myers Squibb's management at the time of their preparation.

Bristol-Myers Squibb Combined Company Projections

Further, in connection with its evaluation of the merger, Bristol-Myers Squibb management prepared certain financial forecasts and unaudited prospective financial information relating to Bristol-Myers Squibb and Celgene as a combined company, giving effect to the completion of merger, which are referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb combined company projections (which, together with the Bristol-Myers Squibb financial projections and the Bristol-Myers Squibb adjusted Celgene financial projections, are referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb projections). Bristol-Myers Squibb provided the Bristol-Myers

Squibb combined company projections to the BMS Board in connection with its consideration of the merger and to each of Morgan Stanley, Dyal Co. and Evercore for purposes of their respective financial analyses and opinions (see —Opinions of Bristol-Myers Squibb’s Financial Advisors and —Summary of Financial Analyses by Morgan Stanley, Dyal Co. and Evercore beginning on pages 133 and 143, respectively, of this joint proxy statement/prospectus).

The Bristol-Myers Squibb combined company projections reflect numerous assumptions and estimates that Bristol-Myers Squibb made in good faith in connection with the preparation of the Bristol-Myers Squibb adjusted Celgene financial projections and the Bristol-Myers Squibb financial projections as more fully described in —Bristol-Myers Squibb Financial Projections and —Bristol-Myers Squibb Adjusted Celgene Financial Projections beginning on pages 154 and 155, respectively, of this joint proxy statement/ prospectus.

TABLE OF CONTENTS

The following table presents a summary of the Bristol-Myers Squibb combined company projections:

	Year Ending December 31,			
	2020E	2021E	2022E	2023E
	(dollars in billions)			
Bristol-Myers Squibb combined company pro forma cash net income ⁽¹⁾	14.5	16.9	17.8	19.6

Bristol-Myers Squibb combined company pro forma cash net income is a non-GAAP financial measure defined (1) as earnings before taxes, less income tax expenses, taking into account the potential impact of the Bristol-Myers Squibb projected synergies and interest from debt incurred in connection with the merger.

Bristol-Myers Squibb combined company pro forma cash net income, as presented above, is a non-GAAP financial measure. This information was prepared for use by Bristol-Myers Squibb and Morgan Stanley, Dyal Co. and Evercore for purposes of their respective financial analyses and opinions and not for public disclosure. In addition, in connection with the announcement of its financial results for the fourth quarter of 2018, Bristol-Myers Squibb presented certain forward-looking combined company pro forma information, including a graphical depiction of pro forma revenue and pro forma net income that indicated potential amounts for the combined company's fiscal year 2025 of just over \$50 billion and \$20 billion, respectively. Pro forma revenue and net income are each a non-GAAP financial measure. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures determined or calculated in accordance with GAAP. Additionally, non-GAAP financial measures as presented by Bristol-Myers Squibb may not be comparable to similarly titled measures reported by other companies. In the view of Bristol-Myers Squibb's management, the Bristol-Myers Squibb combined company projections were prepared on a reasonable basis based on the information available to Bristol-Myers Squibb's management at the time of their preparation.

Bristol-Myers Squibb Projected Synergies

Bristol-Myers Squibb management provided to the BMS Board in connection with its consideration of the merger and to each of Morgan Stanley, Dyal Co. and Evercore for purposes of their respective financial analyses and opinions, an estimate of synergies that would be achieved as a result of the merger, which is referred to as the Bristol-Myers Squibb projected synergies.

The following table presents a summary of the Bristol-Myers Squibb projected synergies:

	2019E	2020E	2021E	2022E
	(dollars in billions)			
Cost Synergies (pre-tax)	\$ 0.2	\$ 1.1	\$ 1.8	\$ 2.5

In projecting the Bristol-Myers Squibb projected synergies, Bristol-Myers Squibb's management assumed a one-time cost to achieve the Bristol-Myers Squibb projected synergies of \$2.5 billion.

Bristol-Myers Squibb CVR Probabilities

Bristol-Myers Squibb management provided an estimate of the probability of achieving the three FDA approvals required to trigger the \$9 payment under the CVR agreement to the BMS Board in connection with its evaluation of the merger, and to each of Morgan Stanley, Dyal Co. and Evercore for purposes of their respective financial analyses and opinions. This estimate, which is referred to in this proxy statement/prospectus as the Bristol-Myers Squibb CVR probability, was 45%.

General Note Regarding Certain Unaudited Prospective Financial Information

Other than annual financial guidance provided to investors, which may be updated from time to time, Bristol-Myers Squibb and Celgene do not as a matter of course make public forecasts or projections as to future revenues, operating income or other results. However, the summaries of the parties' respective projections included above in this joint proxy statement/prospectus (which are referred to collectively in this joint proxy statement/prospectus as the financial projections) are presented solely to give Bristol-Myers Squibb's stockholders and Celgene's stockholders access to certain non-public information that was made available to Bristol-Myers Squibb, Celgene and their respective boards of directors and advisors in connection with the parties' respective evaluations of the merger. Such information may not be appropriate for other purposes, and is

TABLE OF CONTENTS

not included to influence your decision, if you are a Celgene stockholder, to vote for the proposal to adopt the merger agreement, the Celgene adjournment proposal or the Celgene compensation advisory proposal, or, if you are a Bristol-Myers Squibb stockholder, to vote for the proposal to approve the stock issuance or the Bristol-Myers Squibb adjournment proposal. Readers of this joint proxy statement/prospectus are cautioned not to place undue, if any, reliance on the financial projections. Neither Bristol-Myers Squibb nor Celgene has made any representation in the merger agreement concerning their respective financial projections included in this joint proxy statement/prospectus.

The financial projections were, in general, prepared solely for internal use and not with a view toward public disclosure, and are subjective in many respects and thus subject to interpretation. While presented with numerical specificity, the financial projections reflect numerous assumptions and estimates that the parties preparing the financial projections made in good faith at the time such projections were prepared with respect to industry performance, general business, economic, regulatory, market and financial conditions and other future events, as well as matters specific to the applicable party. These assumptions and estimates are inherently uncertain, were made as of the date the financial projections were prepared, and may not be reflective of actual results, either since the date such projections were prepared, now or in the future, in light of changed circumstances, economic conditions, or other developments. Some or all of the assumptions and estimates that have been made regarding, among other things, the timing of certain occurrences or impacts, may have changed since the date the financial projections were prepared. The financial projections were based on numerous variables and assumptions that are inherently uncertain and may be beyond the control of Bristol-Myers Squibb or Celgene, as applicable.

Important factors that may affect actual results and cause the financial projections not to be achieved include risks and uncertainties relating to Bristol-Myers Squibb's and Celgene's businesses (including their abilities to achieve their respective strategic goals, objectives and targets over applicable periods; industry conditions; the regulatory environment; general business and economic conditions; and other factors described under Risk Factors and

Cautionary Statement Regarding Forward-Looking Statements beginning on pages 39 and 80, respectively, of this joint proxy statement/prospectus, as well as the risk factors with respect to Bristol-Myers Squibb's and Celgene's respective businesses contained in their most recent SEC filings, which readers are urged to review, and which may be found as described under Where You Can Find More Information beginning on page 251 of this joint proxy statement/prospectus). In addition, the financial projections cover multiple future years, and such information by its nature is less reliable in predicting each successive year. The financial projections also do not take into account any circumstances or events occurring after the date on which they were prepared, and do not give effect to the transactions contemplated by the merger agreement, including the merger, except that, as described above, the Bristol-Myers Squibb combined company projections give effect to the completion of the merger. The financial projections also reflect assumptions as to certain business decisions that are subject to change. As a result, actual results may differ materially from those contained in the financial projections. Accordingly, there can be no assurance that the financial projections will be realized or that actual results will not be significantly different than projected.

Celgene and BMS may calculate certain non-GAAP financial metrics, including EBIT and EBITDA, using different methodologies. Consequently, the financial metrics presented in each company's prospective financial information disclosures and in the sections of this joint proxy statement/prospectus with respect to the opinions of the financial advisors to Celgene and BMS may not be directly comparable to one another.

The financial projections were not prepared with a view toward complying with GAAP (including because certain metrics are non-GAAP measures as discussed above), the published guidelines of the SEC regarding projections or the guidelines established by the American Institute of Certified Public Accountants for preparation and presentation of prospective financial information. Neither Bristol-Myers Squibb's nor Celgene's independent registered public accounting firm, nor any other independent accountants, have compiled, examined or performed any procedures with respect to the financial projections, nor has any of them expressed any opinion or any other form of assurance on the financial projections or the achievability of the results reflected in the financial projections, and none of them assumes

any responsibility for, and each of them disclaims any association with, the financial projections. The reports of Bristol-Myers Squibb's and Celgene's independent registered public accounting firms, contained in Annual Reports on Form 10-K for the year ended December 31, 2017 for Celgene and Bristol-Myers Squibb, which are incorporated by reference into this joint proxy statement/prospectus, relate to Bristol-Myers Squibb's and Celgene's historical financial information, respectively, and no such report extends to the financial projections or should be read to do so.

158

TABLE OF CONTENTS

Certain of the financial projections may be considered non-GAAP financial measures. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP, and non-GAAP financial measures as used in the financial projections may not be comparable to similarly titled measures used by other companies. Neither Bristol-Myers Squibb nor Celgene has provided reconciliations of the non-GAAP financial projections to the comparable GAAP measure due to no reasonably accessible or reliable comparable GAAP measures for these measures and because of the inherent difficulty in forecasting and quantifying these measures that are necessary for such reconciliation. In the view of each of Bristol-Myers Squibb's and Celgene's respective management, the financial projections in this joint proxy statement/prospectus provided by Bristol-Myers Squibb and Celgene, respectively, were prepared on a reasonable basis based on the information available to such company's management at the time of their preparation.

The inclusion of the financial projections in this joint proxy statement/prospectus should not be regarded as an indication that any of Bristol-Myers Squibb, Celgene or their respective affiliates, officers, directors, employees, advisors or other representatives considered the financial projections to be predictive of actual future events, and the financial projections should not be relied on as such. None of Bristol-Myers Squibb, Celgene or their respective affiliates, officers, employees, directors, advisors or other representatives can give you any assurance that actual results will not differ from the financial projections, and none of Bristol-Myers Squibb, Celgene or their respective affiliates, officers, employees or directors undertakes any obligation to update or otherwise revise or reconcile the financial projections to reflect circumstances existing after the date the financial projections were prepared or to reflect the occurrence of future events even in the event that any or all of the assumptions underlying the financial projections are not realized. Neither Bristol-Myers Squibb nor Celgene intends to publicly update or make any other revision to the financial projections. None of Bristol-Myers Squibb, Celgene or any of their respective affiliates, officers, employees, directors, advisors or other representatives has made or makes any representation to any Bristol-Myers Squibb stockholder, Celgene stockholder or any other person regarding Bristol-Myers Squibb or Celgene's ultimate performance compared to the financial projections or that the results reflected therein will be achieved. Neither Bristol-Myers Squibb nor Celgene has made any representation to the other, in the merger agreement or otherwise, concerning the financial projections. For the reasons described above, readers of this joint proxy statement/prospectus are cautioned not to place undue, if any, reliance on the financial projections.

Regulatory Approvals Required for the Merger

General

As more fully described in this joint proxy statement/prospectus and in the merger agreement, and subject to the terms and conditions of the merger agreement, Bristol-Myers Squibb and Celgene have each agreed to use their respective reasonable best efforts to obtain all regulatory approvals required to complete the merger. This includes (i) preparing and filing as promptly as practicable with any governmental authority or other third party all documentation to effect all filings necessary to consummate the merger, (ii) using reasonable best efforts to obtain all consents required to be obtained from any governmental authority or other third party that are necessary, proper or advisable to consummate the merger, and complying with the terms and conditions of each consent, (iii) reasonably cooperating with the other parties in their efforts to comply with their obligations under the merger agreement, including in seeking to obtain any required consent, approval, waiver, license, permit, variance, exemption, franchise, clearance, authorization, acknowledgment, order or other confirmation and (iv) using reasonable best efforts to contest (including by litigation) certain actions, suits, investigations or proceedings brought by, or orders that have been entered by, a court or governmental authority of competent jurisdiction relating to the merger agreement or the consummation of the transactions contemplated by the merger agreement. See *The Merger Agreement—Reasonable Best Efforts Covenant* beginning on page 189 of this joint proxy statement/prospectus.

The obligation of Bristol-Myers Squibb and Celgene to effect the merger is conditioned upon, among other things, the expiration or early termination of the applicable waiting period under the HSR Act and the receipt of approvals under the antitrust laws of certain specified foreign jurisdictions. See The Merger Agreement—Conditions to Completion of the Merger beginning on page 177 of this joint proxy statement/prospectus.

Department of Justice, Federal Trade Commission and Other U.S. Antitrust Authorities

Under the HSR Act, certain transactions, including the merger, may not be completed unless certain waiting period requirements have expired or been terminated. The HSR Act provides that each party must file a

TABLE OF CONTENTS

pre-merger notification with the FTC and the DOJ. A transaction notifiable under the HSR Act may not be completed until the expiration of a 30-calendar-day waiting period following the parties' filings of their respective HSR Act notification forms or the early termination of that waiting period. The parties may also choose to voluntarily re-start the initial 30-calendar-day waiting period by following certain prescribed procedures. After the expiration of the initial waiting period (or the re-started initial waiting period) the DOJ or the FTC may issue a Second Request. If a Second Request is issued, the parties may not complete the merger until they substantially comply with the Second Request and observe a second 30-calendar-day waiting period, unless the waiting period is terminated earlier.

Each of Bristol-Myers Squibb and Celgene filed its respective HSR Act notification and report with respect to the merger on January 16, 2019. In order to facilitate continued dialogue with the FTC, Bristol-Myers Squibb voluntarily withdrew its HSR Act notification and report with respect to the merger and expects to refile its HSR Act notification and report with respect to the merger on February 20, 2019, which will re-start the 30-calendar-day waiting period for the FTC's initial review of the merger.

At any time before or after the merger is completed, the FTC or DOJ could take action under U.S. antitrust laws in opposition to the merger, including seeking to enjoin completion of the merger, condition approval of the merger upon the divestiture of assets of Bristol-Myers Squibb, Celgene or their respective subsidiaries or impose restrictions on Bristol-Myers Squibb's post-merger operations. In addition, U.S. state attorneys general could take such action under the antitrust laws as they deem necessary or desirable in the public interest, including, without limitation, seeking to enjoin completion of the merger or permitting completion subject to regulatory concessions or conditions. Private parties also may seek to take legal action under the antitrust laws under some circumstances.

Other Governmental Approvals

Completion of the merger is further subject to the receipt of approvals under the antitrust laws of specified foreign jurisdictions, including notification, clearance and/or approval in the European Union and certain other specified foreign jurisdictions.

Timing; Challenges by Governmental and Other Entities

There can be no assurance that any of the regulatory approvals described above will be obtained and, if obtained, there can be no assurance as to the timing of any approvals, the ability to obtain the approvals on satisfactory terms or the absence of any litigation challenging such approvals. In addition, there can be no assurance that any of the governmental or other entities described above, including the DOJ, FTC, U.S. state attorneys general, state insurance regulators, foreign regulators and private parties, will not challenge the merger on antitrust or competition grounds and, if such a challenge is made, there can be no assurance as to its result.

Subject to certain conditions, if the merger is not completed on or before the end date (as may be extended in accordance with the merger agreement), either Bristol-Myers Squibb or Celgene may terminate the merger agreement. See *The Merger Agreement—Termination of the Merger Agreement* beginning on page 198 of this joint proxy statement/prospectus.

Appraisal or Dissenters' Rights for Celgene Stockholders

General

If you hold one or more shares of Celgene common stock, you may be entitled to appraisal rights under Delaware law and have the right to dissent from the merger, have your shares appraised by the Delaware Court of Chancery and receive the fair value of such shares (exclusive of any element of value arising from the accomplishment or

expectation of the merger) as of the completion of the merger in place of the merger consideration, as determined by such court, if you strictly comply with the procedures specified in Section 262 of the DGCL, subject to certain limitations under the DGCL. Any such Celgene stockholder awarded fair value for their shares by the court would receive payment of that fair value in cash, together with interest, if any, in lieu of the right to receive the merger consideration.

The following discussion is not a full summary of the law pertaining to appraisal rights under the DGCL and is qualified in its entirety by the full text of Section 262 of the DGCL, the full text of which is attached as Annex H to this joint proxy statement/prospectus. All references in Section 262 of the DGCL and in this

TABLE OF CONTENTS

summary to a stockholder are to the holder of record of shares of Celgene common stock. The following discussion does not constitute any legal or other advice, nor does it constitute a recommendation that you exercise your rights to seek appraisal under Section 262 of the DGCL.

Under Section 262 of the DGCL, Celgene, not less than 20 days prior to the Celgene special meeting, must notify each stockholder who was a Celgene stockholder on the record date for notice of the Celgene special meeting and who is entitled to exercise appraisal rights, that appraisal rights are available and include in the notice a copy of Section 262 of the DGCL. This joint proxy statement/prospectus constitutes the required notice to Celgene stockholders that appraisal rights are available in connection with the merger. A holder of Celgene common stock who wishes to exercise appraisal rights or who wishes to preserve the right to do so should review the following discussion carefully. Failure to comply timely and properly with the requirements of Section 262 of the DGCL may result in the loss of appraisal rights. A stockholder who loses his, her or its appraisal rights will be entitled to receive the merger consideration.

How to Exercise and Perfect Your Appraisal Rights. If you are a Celgene stockholder wishing to exercise the rights to seek an appraisal of your shares, you must do ALL of the following:

- you must not vote in favor of the adoption of the merger agreement. Because a proxy that is signed and submitted but does not otherwise contain voting instructions will, unless revoked, be voted in favor of the adoption of the merger agreement, if you vote by proxy and wish to exercise your appraisal rights, you must vote against the adoption of the merger agreement or abstain from voting your shares;
- you must deliver to Celgene a written demand for appraisal of your shares before the vote on the adoption of the merger agreement at the Celgene special meeting and such demand must reasonably inform Celgene of your identity and your intention to demand appraisal of your shares of Celgene common stock;
- you must continuously hold the shares from the date of making the demand through the completion of the merger. You will lose your appraisal rights if you transfer such shares before the completion of the merger; and
- you or the surviving corporation must file a petition in the Delaware Court of Chancery requesting a determination of the fair value of such shares within 120 days after the completion of the merger. The surviving corporation is under no obligation to file any such petition in the Delaware Court of Chancery and has no intention of doing so. Accordingly, it is the obligation of the Celgene stockholders to initiate all necessary action to perfect their appraisal rights in respect of shares of Celgene common stock within the time prescribed in Section 262 of the DGCL.

Voting, in person or by proxy, against, abstaining from voting on or failing to vote on the adoption of the merger agreement will not constitute a written demand for appraisal as required by Section 262 of the DGCL. The written demand for appraisal must be in addition to and separate from any proxy or vote.

Who May Exercise Appraisal Rights. Only a holder of record of shares of Celgene common stock issued and outstanding at the time a demand for appraisal is made and that continue to be issued and outstanding and held of record by such holder immediately prior to the completion of the merger may assert appraisal rights for the shares of Celgene common stock registered in that holder's name. A demand for appraisal must be executed by or on behalf of the stockholder of record, fully and correctly, as the stockholder's name appears on the stock certificates (or in the stock ledger). The demand for appraisal must reasonably inform Celgene of the identity of the stockholder and that the stockholder intends to demand appraisal of his, her or its common stock. **Beneficial owners who do not also hold their shares of common stock of record may not directly make appraisal demands to Celgene. The beneficial holder must, in such cases, have the owner of record, such as a bank, brokerage firm or other nominee, submit the required demand in respect of those shares of common stock of record.** A record owner, such as a bank, brokerage firm or other nominee, who holds shares of Celgene common stock as a nominee for others, may exercise his, her or its right of appraisal with respect to the shares of Celgene common stock held for one or more beneficial

owners, while not exercising this right for other beneficial owners. In that case, the written demand should state the number of shares of Celgene common stock as to which appraisal is sought. Where no number of shares of Celgene common stock is expressly mentioned, the demand will be presumed to cover all shares of Celgene common stock held in the name of the record owner.

TABLE OF CONTENTS

IF YOU HOLD YOUR SHARES IN BANK OR BROKERAGE ACCOUNTS OR OTHER NOMINEE FORMS, AND YOU WISH TO EXERCISE APPRAISAL RIGHTS, YOU SHOULD CONSULT WITH YOUR BANK, BROKERAGE FIRM OR OTHER NOMINEE, AS APPLICABLE, TO DETERMINE THE APPROPRIATE PROCEDURES FOR THE BANK, BROKERAGE FIRM OR OTHER NOMINEE TO MAKE A DEMAND FOR APPRAISAL OF THOSE SHARES. IF YOU HAVE A BENEFICIAL INTEREST IN SHARES HELD OF RECORD IN THE NAME OF ANOTHER PERSON, SUCH AS A BANK, BROKERAGE FIRM OR OTHER NOMINEE, YOU MUST ACT PROMPTLY TO CAUSE THE RECORD HOLDER TO FOLLOW PROPERLY AND IN A TIMELY MANNER THE STEPS NECESSARY TO PERFECT YOUR APPRAISAL RIGHTS.

If you own shares of Celgene common stock jointly with one or more other persons, as in a joint tenancy or tenancy in common, demand for appraisal must be executed by or for you and all other joint owners. An authorized agent, including an agent for two or more joint owners, may execute the demand for appraisal for a stockholder of record; however, the agent must identify the record owner and expressly disclose the fact that, in exercising the demand, such person is acting as agent for the record owner. If you hold shares of Celgene common stock through a broker who in turn holds the shares through a central securities depository nominee such as Cede & Co., a demand for appraisal of such shares must be made by or on behalf of the depository nominee and must identify the depository nominee as record holder.

If you elect to exercise appraisal rights under Section 262 of the DGCL, you should mail or deliver a written demand to:

Celgene Corporation
86 Morris Avenue
Summit, New Jersey 07901
Attention: Corporate Secretary

Bristol-Myers Squibb's Actions After the Completion of the Merger. If the merger is completed, the surviving corporation will give written notice of the completion of the merger within 10 days after the completion of the merger to you if you did not vote in favor of adoption of the merger agreement and you made a written demand for appraisal in accordance with Section 262 of the DGCL. At any time within 60 days after the completion of the merger, if you have not commenced an appraisal proceeding or joined such a proceeding as a named party, you have the right to withdraw the demand and to accept the merger consideration in accordance with the merger agreement for your shares of Celgene common stock. Within 120 days after the completion of the merger, but not later, either you, provided you have complied with the requirements of Section 262 of the DGCL, or the surviving corporation may commence an appraisal proceeding by filing a petition in the Delaware Court of Chancery, with a copy served on the surviving corporation in the case of a petition filed by you, demanding a determination of the fair value of the shares of Celgene common stock held by all dissenting stockholders who are entitled to appraisal rights. The surviving corporation is under no obligation to file an appraisal petition and has no intention of doing so. If you desire to have your shares appraised, you should initiate any petitions necessary for the perfection of your appraisal rights within the time periods and in the manner prescribed in Section 262 of the DGCL.

Within 120 days after the completion of the merger, provided you have complied with the provisions of Section 262 of the DGCL, you will be entitled to receive from the surviving corporation, upon your written request, a statement setting forth the aggregate number of shares not voted in favor of the adoption of the merger agreement and with respect to which Celgene has received demands for appraisal, and the aggregate number of holders of those shares. The surviving corporation must mail this statement to you within the later of 10 days of receipt of the request or 10 days after expiration of the period for delivery of demands for appraisal. If you are the beneficial owner of shares of Celgene common stock held in a voting trust or by a nominee on your behalf you may, in your own name, file an

appraisal petition or request from the surviving corporation the statement described in this paragraph. As noted above, however, a demand for appraisal may only be made by or on behalf of a holder of record of shares of Celgene common stock.

If a petition for appraisal is duly filed by you or another record holder of Celgene common stock who has properly exercised his or her appraisal rights in accordance with the provisions of Section 262 of the DGCL, the surviving corporation will then be obligated, within 20 days after receiving service of a copy of the petition, to provide the office of the Register in Chancery in which the petition was filed with a duly verified list

TABLE OF CONTENTS

containing the names and addresses of all stockholders who have demanded an appraisal of their shares and with whom agreements as to the value of their shares have not been reached. Upon the filing of any such petition, the Delaware Court of Chancery may order the Register in Chancery to give notice of the time and place fixed for the hearing on the petition by registered or certified mail to the surviving corporation and to the stockholders shown on such duly verified list at the addresses therein stated. Such notice will also be published at least one week before the day of the hearing in at least one newspaper of general circulation published in the City of Wilmington, Delaware, or in another publication deemed advisable by the Delaware Court of Chancery. The costs of these notices are borne by the surviving corporation. The Delaware Court of Chancery will then determine which stockholders are entitled to appraisal rights and may require the stockholders demanding appraisal who hold certificated shares to submit their stock certificates to the Register in Chancery for notation thereon of the pendency of the appraisal proceedings and the Delaware Court of Chancery may dismiss from the proceedings any stockholder who fails to comply with this direction. If immediately before a merger the shares of the class or series of stock of the constituent corporation as to which appraisal rights are available were listed on a national securities exchange, the Delaware Court of Chancery shall dismiss the proceedings as to all holders of such shares who are otherwise entitled to appraisal rights unless (1) the total number of shares entitled to appraisal exceeds 1% of the outstanding shares of the class or series eligible for appraisal, (2) the value of the consideration provided in the merger for such total number of shares exceeds \$1 million or (3) the merger was approved pursuant to Section 253 or 267 of the DGCL. The Celgene common stock is listed on Nasdaq and therefore this provision may be applicable in respect thereof, to the extent that Celgene common stock continues to be listed on Nasdaq until immediately before the merger.

After determination of the stockholders entitled to appraisal of their shares of Celgene common stock, the appraisal proceeding will be conducted as to the shares of Celgene common stock owned by such stockholders, in accordance with the rules of the Delaware Court of Chancery, including any rules specifically governing appraisal proceedings. The Delaware Court of Chancery will thereafter determine the fair value of the shares of Celgene common stock at the completion of the merger held by dissenting stockholders who have properly exercised his, her or its appraisal rights, exclusive of any element of value arising from the accomplishment or expectation of the merger, together with interest, if any, to be paid. Unless the Delaware Court of Chancery in its discretion determines otherwise for good cause shown, and except as otherwise provided in Section 262 of the DGCL, interest from the completion of the merger through the date of payment of the judgment will be compounded quarterly and will accrue at 5% over the Federal Reserve discount rate (including any surcharge) as established from time to time during the period between the completion of the merger and the date of payment of the judgment. At any time before the entry of judgment in the proceedings, the surviving corporation may pay to each Celgene stockholder entitled to appraisal an amount in cash (which will be treated as an advance against the payment due to such Celgene stockholder), in which case interest shall accrue after such payment only upon the sum of (1) the difference, if any, between the amount so paid and the fair value of the shares as determined by the Delaware Court of Chancery and (2) interest theretofore accrued, unless paid at that time. When the fair value is determined, the Delaware Court of Chancery will direct the payment of the fair value of the shares, together with interest, if any, by the surviving corporation to the Celgene stockholders entitled thereto. Payment will be so made to each such stockholder, in the case of holders of uncertificated stock forthwith, and in the case of holders of shares of Celgene common stock represented by certificates upon the surrender to the surviving corporation of such stockholder's certificates.

In determining the fair value, the Delaware Court of Chancery is required to take into account all relevant factors. In *Weinberger v. UOP, Inc.*, the Delaware Supreme Court discussed the factors that could be considered in determining fair value in an appraisal proceeding, stating that proof of value by any techniques or methods which are generally considered acceptable in the financial community and otherwise admissible in court should be considered and that [f]air price obviously requires consideration of all relevant factors involving the value of a company. The Delaware Supreme Court has stated that, in making this determination of fair value, the court must consider market value, asset value, dividends, earnings prospects, the nature of the enterprise and any other factors which could be ascertained as of the date of the merger which throw any light on future prospects of the merged corporation. Section 262 of the

DGCL provides that fair value is to be exclusive of any element of value arising from the accomplishment or expectation of the merger. In *Cede & Co. v. Technicolor, Inc.*, the Delaware Supreme Court stated that such exclusion is a narrow exclusion [that] does not encompass known elements of value, but which rather applies only to the speculative elements of value arising from such accomplishment or expectation. In *Weinberger*, the Delaware Supreme Court construed Section 262 of the DGCL

163

TABLE OF CONTENTS

to mean that elements of future value, including the nature of the enterprise, which are known or susceptible of proof as of the date of the merger and not the product of speculation, may be considered. In addition, Delaware courts have decided that the statutory appraisal remedy, depending on factual circumstances, may or may not be a dissenter's exclusive remedy. An opinion of an investment banking firm as to the fairness from a financial point of view of the consideration payable in a merger is not an opinion as to, and does not in any manner address, fair value under Section 262 of the DGCL. The fair value of their shares as determined under Section 262 of the DGCL could be greater than, the same as, or less than the value of the merger consideration. Bristol-Myers Squibb does not anticipate offering more than the merger consideration to any stockholder exercising appraisal rights and reserves the right to assert, in any appraisal proceeding, that, for purposes of Section 262 of the DGCL, the fair value of a share of Celgene common stock is less than the merger consideration.

Upon application by the surviving corporation or by any holder of Celgene common stock entitled to participate in the appraisal proceeding, the Delaware Court of Chancery may, in its discretion, proceed to trial upon the appraisal prior to the final determination of the stockholders entitled to an appraisal. Any Celgene stockholder whose name appears on the verified list and who has submitted such stockholder's stock certificates, if any, to the Register in Chancery, if such is required, may participate fully in all proceedings until it is finally determined that such stockholder is not entitled to appraisal rights.

If no petition for appraisal is filed within 120 days after the completion of the merger, or if you otherwise fail to perfect, successfully withdraw or lose your right to appraisal, then your right to appraisal will cease and you will be entitled to receive the merger consideration described in the merger agreement, without interest thereon, less any withholding taxes.

The Delaware Court of Chancery may determine the costs of the appraisal proceeding and may allocate those costs to the parties as the Delaware Court of Chancery determines to be equitable under the circumstances. However, costs do not include attorneys and expert witness fees. Each stockholder is responsible for its own attorneys and expert witnesses expenses, although, upon application of a stockholder, the Delaware Court of Chancery may order all or a portion of the expenses incurred by any stockholder in connection with the appraisal proceeding, including reasonable attorneys' fees and the fees and expenses of experts, to be charged pro rata against the value of all shares entitled to appraisal.

If you have duly demanded an appraisal in compliance with Section 262 of the DGCL, you may not, after the completion of the merger, vote the Celgene shares subject to the demand for any purpose or receive any dividends or other distributions on those shares, except dividends or other distributions payable to Celgene stockholders as of a record date prior to the completion of the merger.

If you have not commenced an appraisal proceeding or joined such a proceeding as a named party, you may withdraw a demand for appraisal and accept the merger consideration by delivering a written withdrawal of the demand for appraisal and an acceptance of the merger consideration to the surviving corporation, except that any attempt to withdraw made more than 60 days after the completion of the merger will require written approval of the surviving corporation, and no appraisal proceeding in the Delaware Court of Chancery will be dismissed as to any stockholder without the approval of the Delaware Court of Chancery. Such approval may be conditioned on the terms the Delaware Court of Chancery deems just; provided, however, that this provision will not affect the right of any stockholder who has not commenced an appraisal proceeding or joined such proceeding as a named party to withdraw such stockholder's demand for appraisal and to accept the terms offered in the merger within 60 days after the completion of the merger. If you fail to perfect, effectively withdraw, waive or otherwise lose the appraisal right, your shares will be converted into the right to receive the merger consideration.

Failure to follow the steps required by Section 262 of the DGCL for perfecting appraisal rights may result in the loss of appraisal rights. In that event, you will be entitled to receive the merger consideration for your shares in accordance with the merger agreement. In view of the complexity of the provisions of Section 262 of the DGCL, if you are a Celgene stockholder and are considering exercising your appraisal rights under the DGCL, you should consult your own legal advisor.

THE PROCESS OF DEMANDING AND EXERCISING APPRAISAL RIGHTS REQUIRES STRICT COMPLIANCE WITH TECHNICAL PREREQUISITES. IF YOU WISH TO EXERCISE YOUR APPRAISAL RIGHTS, YOU SHOULD CONSULT WITH YOUR OWN LEGAL COUNSEL IN

TABLE OF CONTENTS

CONNECTION WITH COMPLIANCE UNDER SECTION 262 OF THE DGCL. TO THE EXTENT THERE ARE ANY INCONSISTENCIES BETWEEN THE FOREGOING SUMMARY AND SECTION 262 OF THE DGCL, THE DGCL WILL GOVERN.

Material U.S. Federal Income Tax Consequences

General

The following summary discusses the material U.S. federal income tax consequences of the merger to holders of shares of Celgene common stock. This discussion is based on the Code, applicable Treasury regulations promulgated under the Code, administrative interpretations, and judicial decisions as in effect as of the date of this joint proxy statement/prospectus, all of which may change, possibly with retroactive effect.

This discussion addresses only the consequences of the exchange of shares of Celgene common stock held as capital assets within the meaning of Section 1221 of the Code (generally, property held for investment). It does not address all aspects of U.S. federal income taxation that may be relevant to a Celgene stockholder in light of the Celgene stockholder's particular circumstances, or to a Celgene stockholder that is subject to special rules, such as:

- a financial institution or insurance company;
- a mutual fund;
- a pass-through entity or investors in such entity;
- a tax-exempt organization;
- a dealer or broker in securities;
- a person whose functional currency is not the U.S. dollar;
- a former citizen or former long-term resident of the United States;
- a regulated investment company or real estate investment trust;
- a Celgene stockholder that holds its shares of Celgene common stock (or will hold its shares of Bristol-Myers Squibb common stock and/or CVRs) through individual retirement or other tax-deferred accounts;
- a trader in securities who elects to apply a mark-to-market method of accounting;
- a Celgene stockholder that holds shares of Celgene common stock (or will hold its shares of Bristol-Myers Squibb common stock and/or CVRs) as part of a hedge, appreciated financial position, straddle, or conversion or integrated transaction;
- a Celgene stockholder that acquired shares of Celgene common stock through the exercise of compensatory options or stock purchase plans or otherwise as compensation;
- a U.S. expatriate or entity covered by the anti-inversion rules under the Code;
- a person who actually or constructively owns more than 5% of Celgene common stock;
- a person who holds both shares of Celgene common stock and Bristol-Myers Squibb common stock;
- a person subject to special tax accounting rules (including rules requiring recognition of gross income based on a taxpayer's applicable financial statement); and
- a person subject to the base erosion and anti-abuse tax.

For purposes of this discussion, a U.S. holder is a beneficial owner of shares of Celgene common stock that is for U.S. federal income tax purposes:

- an individual who is a citizen or resident of the United States;
- a corporation, or other entity or arrangement taxable as a corporation for U.S. federal income tax purposes, created or organized in or under the laws of the United States or any state therein or the District of Columbia;

TABLE OF CONTENTS

- an estate, the income of which is subject to U.S. federal income taxation regardless of its source; or
- a trust (i) that is subject to the primary supervision of a court within the United States and all the substantial decisions of which are controlled by one or more U.S. persons or (ii) that has a valid election in effect under applicable U.S. Treasury regulations to be treated as a U.S. person.

A non-U.S. holder is a beneficial owner of shares of Celgene common stock that is neither a U.S. holder nor a partnership for U.S. federal income tax purposes.

If a partnership (including any entity or arrangement treated as a partnership for U.S. federal income tax purposes) holds shares of Celgene common stock, the U.S. federal income tax treatment of a partner in the partnership will generally depend upon the status of the partner and the activities of the partnership. A partner of a partnership holding shares of Celgene common stock should consult its tax advisors regarding the tax consequences to it of the merger.

This discussion of material U.S. federal income tax consequences is not a complete description of all potential U.S. federal income tax consequences of the merger. This discussion does not address tax consequences that may vary with, or are contingent on, individual circumstances. In addition, it does not address any alternative minimum tax, any non-income tax or any non-U.S., state or local tax consequences of the merger or the potential application of the Medicare contribution tax on net investment income. **Accordingly, each Celgene stockholder should consult its tax advisor to determine the particular U.S. federal, state or local or non-U.S. income or other tax consequences to it of the merger, including the application and effect of any U.S. federal, state, local and foreign income, estate, gift and other tax laws to, the receipt of cash, Bristol-Myers Squibb common stock and CVRs in exchange for Celgene common stock pursuant to the merger, and receipt of any CVR payments.**

U.S. Federal Income Tax Consequences to U.S. Holders

Subject to the assumptions, qualifications and limitations set forth herein (including those set forth in *Material U.S. Federal Income Tax Consequences* above) and in the U.S. federal income tax opinion filed herewith, and except to the extent stated otherwise herein or in such U.S. federal income tax opinion, this discussion of the material U.S. federal income tax consequences of the merger to holders of shares of Celgene common stock, to the extent such discussion relates to matters of U.S. federal income tax law and regulations or legal conclusions with respect thereto, constitutes the opinion of Kirkland & Ellis LLP, tax counsel to Bristol-Myers Squibb.

The receipt of the merger consideration by U.S. holders pursuant to the merger will be a taxable transaction for U.S. federal income tax purposes. In general, for U.S. federal income tax purposes, a U.S. holder will recognize taxable capital gain or loss in an amount equal to the difference, if any, between (i) the sum of (A) the amount of cash, including cash received in lieu of fractional shares, received in the merger, (B) the fair market value of the shares of Bristol-Myers Squibb common stock received in the merger and (C) the fair market value of the CVRs received in the merger, each determined on the date of the consummation of the merger and (ii) such U.S. holder's adjusted tax basis in its shares of Celgene common stock exchanged therefor.

If a U.S. holder's holding period in the shares of Celgene common stock surrendered in the merger is greater than one year as of the date of the merger, the capital gain or loss will be long-term capital gain or loss. Long-term capital gains of certain non-corporate holders, including individuals, are generally subject to U.S. federal income tax at preferential rates. The deductibility of a capital loss recognized in connection with the merger is subject to limitations under the Code. If a U.S. holder acquired different blocks of shares of Celgene common stock at different times or different prices, such U.S. holder must determine its adjusted tax basis and holding period separately with respect to each block of shares of Celgene common stock that it holds.

A U.S. holder's initial aggregate tax basis in Bristol-Myers Squibb common stock received in the merger will equal the fair market value of the Bristol-Myers Squibb common stock as of the date of the merger. The holding period of the

Bristol-Myers Squibb common stock received in the merger will begin on the day after the merger.

A U.S. holder's initial aggregate tax basis in the CVRs received in the merger will equal the fair market value of the CVRs as of the date of the merger. The holding period of the CVRs received in the merger will begin on the day after the merger.

This discussion assumes that the receipt of the merger consideration, including CVRs, is treated as a closed transaction for U.S. federal income tax purposes, meaning that a holder of Celgene common stock will measure

TABLE OF CONTENTS

its gain or loss upon its exchange of Celgene common stock in the merger based on the fair market value of the merger consideration on the effective date of the merger. However, the U.S. federal income tax treatment of the CVRs is unclear. There is no legal authority directly addressing the U.S. federal income tax treatment of the CVRs, and there can be no assurance that the IRS would not assert, or that a court would not sustain, a contrary position. Assuming this treatment is correct, a payment with respect to a CVR would likely be treated as a non-taxable return of a U.S. holder's adjusted tax basis in the CVR to the extent thereof. A payment in excess of such amount may be treated as (i) a payment with respect to a sale of a capital asset or (ii) income taxed at ordinary rates. Additionally, the parties have agreed to treat a portion of such payment as imputed interest under Section 483 of the Code (as discussed immediately below).

In accordance with the CVR agreement, Bristol-Myers Squibb has agreed to report imputed interest on the CVRs pursuant to Section 483 of the Code, except as otherwise required by applicable law. Accordingly, a portion of a payment with respect to a CVR will be reported as imputed interest, which will be ordinary income to the U.S. holder of the CVR. The interest amount will equal the excess of the amount received with respect to the CVR over its present value as of the consummation of the merger, calculated using the short-term applicable federal rate as the discount rate and using such U.S. holder's regular method of accounting (such amount being taken into account when paid, in the case of a cash method holder, and, when fixed and determinable, in the case of an accrual method holder).

If a CVR expires without any payment with respect thereto, although it is not free from doubt, the U.S. holder generally will recognize a loss, which loss likely would be a capital loss, in an amount equal to the U.S. holder's adjusted tax basis in the CVR. The use of capital losses is subject to limitations. Each U.S. holder should consult its tax advisors regarding the treatment in its particular circumstances of the expiration of a CVR without any payment.

Upon a sale or exchange of a CVR, a U.S. holder should recognize capital gain or loss equal to the difference between (i) the sum of the amount of any cash and the fair market value of any property received upon such sale or exchange (less any imputed interest, as described below) and (ii) the U.S. holder's adjusted tax basis in the CVR. Such gain or loss generally will be long-term capital gain or loss if the U.S. holder has held the CVR for more than one year. A portion of the amount received by a U.S. holder upon the sale or exchange of a CVR may be treated as imputed interest income, determined as described above.

Due to the legal and factual uncertainty regarding the valuation and tax treatment of the CVRs, you are urged to consult your tax advisors concerning the tax consequences to you resulting from the receipt of CVRs in the merger.

U.S. Federal Income Tax Consequences to non-U.S. Holders

The receipt of the merger consideration by a non-U.S. holder pursuant to the merger will not be subject to U.S. federal income tax unless:

- the gain, if any, recognized by the non-U.S. holder is effectively connected with a trade or business of the non-U.S. holder in the United States (and, if required by an applicable income tax treaty, is attributable to the non-U.S. holder's permanent establishment in the United States);
- the non-U.S. holder is an individual who is present in the United States for 183 days or more in the taxable year of the merger and certain other conditions are met; or
- the non-U.S. holder owned, directly or under certain constructive ownership rules of the Code, more than 5% of the shares of Celgene common stock at any time during the five-year period preceding the merger, and Celgene is or has been a U.S. real property holding corporation within the meaning of Section 897(c)(2) of the Code for U.S. federal income tax purposes at any time during the shorter of the five-year period preceding the merger or the period that the non-U.S. holder held the shares of Celgene common stock.

Gain described in the first bullet point above will be subject to tax on a net income basis in the same manner as if the non-U.S. holder were a U.S. holder (unless an applicable income tax treaty provides otherwise). Additionally, any gain described in the first bullet point above of a non-U.S. holder that is a corporation also may be subject to an additional branch profits tax at a 30% rate (or lower rate provided by an applicable income tax treaty). A non-U.S. holder described in the second bullet point above will be subject to tax at a rate

TABLE OF CONTENTS

of 30% (or a lower rate provided by an applicable income tax treaty) on any capital gain realized, which may be offset by U.S.-source capital losses recognized in the same taxable year. If the third bullet point above applies to a non-U.S. holder, capital gain recognized by such holder will be subject to tax at generally applicable U.S. federal income tax rates. Celgene believes that it has not been a U.S. real property holding corporation for U.S. federal income tax purposes at any time during the five-year period preceding the merger.

As discussed above, it is possible that a portion of a payment to a non-U.S. holder with respect to a CVR may be treated as imputed interest, which would be subject to U.S. withholding tax, generally at a 30% rate unless reduced or eliminated by an applicable treaty. In addition, a payment to a non-U.S. holder with respect to a CVR may be subject to U.S. backup withholding and FATCA withholding, each as discussed below.

Upon a sale or exchange of a CVR, a non-U.S. holder should not be subject to U.S. federal income tax except as described in the bullet points above. However, if a portion of the amount received by a non-U.S. holder upon the sale or exchange of a CVR is treated as imputed interest income, determined as described above, such portion may be subject to U.S. withholding tax.

Non-U.S. holders are encouraged to consult their tax advisors regarding the potential application of U.S. withholding tax with respect to payments with respect to a CVR and amounts received upon the sale or exchange of a CVR.

Backup Withholding and Information Reporting

Payments made in exchange for shares of Celgene common stock (including cash paid in lieu of fractional shares) pursuant to the merger and payments made with respect to the CVR may be subject, under certain circumstances, to information reporting and backup withholding (currently at a rate of 24%). To avoid backup withholding, a non-corporate U.S. holder that does not otherwise establish an exemption should complete and return an IRS Form W-9, certifying under penalties of perjury that such U.S. holder is a United States person (within the meaning of the Code), that the taxpayer identification number provided is correct and that such U.S. holder is not subject to backup withholding.

A non-U.S. holder may be subject to information reporting and backup withholding (currently at a rate of 24%) on the merger consideration (including cash paid in lieu of fractional shares) received in exchange for shares of Celgene common stock and payments made with respect to the CVR unless the non-U.S. Holder establishes an exemption, for example, by completing the appropriate IRS Form W-8 for the non-U.S. holder, in accordance with the instructions thereto.

Any amount withheld under the backup withholding rules is not an additional tax and generally will be allowed as a refund or credit against the U.S. federal income tax liability of a Celgene stockholder, provided the required information is timely furnished to the IRS. The IRS may impose a penalty upon a Celgene stockholder that fails to provide the correct taxpayer identification number.

Foreign Account Tax Compliance Act

In certain circumstances, legislation commonly known as the Foreign Account Tax Compliance Act, which is referred to in this joint proxy statement/prospectus as FATCA, imposes a withholding tax of 30% on U.S.-source interest and dividend income received by certain non-U.S. financial institutions (including investment funds), unless such institution (i) enters into, and complies with, an agreement with the IRS to report, on an annual basis, information with respect to interests in, and accounts maintained by, the institution that are owned by certain U.S. persons or by certain non-U.S. entities that are wholly or partially owned by U.S. persons and to withhold on certain payments, or (ii) if

required under an intergovernmental agreement between the United States and an applicable foreign country, reports such information to its local tax authority, which will exchange such information with the U.S. authorities. Similarly, U.S.-source interest and dividends received by a holder that is a non-financial non-U.S. entity that does not qualify under certain exemptions will generally be subject to withholding at a tax rate of 30%, unless such entity either (i) certifies that such entity does not have any substantial United States owners or (ii) provides certain information regarding the entity's substantial United States owners, which the payor will generally be required to provide to the IRS. The IRS has issued proposed regulations (on which taxpayers may rely until final regulations are issued) that would generally not apply these withholding requirements to gross proceeds from asset dispositions. An intergovernmental agreement between the United States and an applicable foreign country may modify these requirements. Accordingly, the entity through

TABLE OF CONTENTS

which the shares of Bristol-Myers Squibb common stock or CVRs are held will affect the determination of whether such withholding is required. Holders should consult their tax advisors regarding the possible implications of the FATCA rules in their particular situations.

Accounting Treatment

The merger will be accounted for as an acquisition of a business. Bristol-Myers Squibb will record assets acquired and liabilities assumed from Celgene primarily at their respective fair values at the date of completion of the merger. Any excess of the purchase price (as described under Note 5. Estimate of consideration expected to be transferred in the Celgene merger and preliminary purchase price allocation under Certain Unaudited Pro Forma Condensed Combined Financial Statements beginning on page 59 of this joint proxy statement/prospectus) over the net fair value of such assets and liabilities will be recorded as goodwill.

The financial condition and results of operations of Bristol-Myers Squibb after completion of the merger will reflect Celgene's balances and results after completion of the merger but will not be restated retroactively to reflect the historical financial condition or results of operations of Celgene. The earnings of Bristol-Myers Squibb following completion of the merger will reflect acquisition accounting adjustments, including the effect of changes in the carrying value for assets and liabilities on interest expense and amortization expense. Intangible assets with indefinite useful lives and goodwill will not be amortized but will be tested for impairment at least annually, and all assets including goodwill will be tested for impairment when certain indicators are present. If, in the future, Bristol-Myers Squibb determines that tangible or intangible assets (including goodwill) are impaired, Bristol-Myers Squibb will record an impairment charge at that time.

Listing of Bristol-Myers Squibb Common Stock; Delisting and Deregistration of Shares of Celgene Common Stock

The merger agreement obligates Bristol-Myers Squibb to use its reasonable best efforts to cause the Bristol-Myers Squibb common stock and the CVRs to be issued in the merger to be listed on the NYSE, subject to official notice of issuance, prior to the completion of the merger. Approval for listing on the NYSE of the Bristol-Myers Squibb common stock and the CVRs, subject to official notice of issuance, is a condition to the obligations of Celgene and Bristol-Myers Squibb to complete the merger as described under The Merger Agreement—Conditions to Completion of the Merger beginning on page 177 of this joint proxy statement/prospectus. If the merger is completed, shares of Celgene common stock will no longer be listed on Nasdaq and will be deregistered under the Exchange Act, and Celgene will no longer be required to file periodic reports with the SEC.

Description of Debt Financing

Bristol-Myers Squibb's obligation to complete the transaction is not contingent on the receipt by Bristol-Myers Squibb of any financing. Bristol-Myers Squibb estimates that it will need approximately \$36 billion in order to pay Celgene stockholders the cash amounts due to them as merger consideration under the merger agreement and to pay related fees and transaction costs in connection with the transaction. Bristol-Myers Squibb anticipates that the funds needed to pay the foregoing amount will be derived from (i) cash on hand, (ii) borrowings under its existing and new credit facilities described below, (iii) the proceeds from the sale of debt securities or (iv) any combination of the foregoing. In addition, either prior to or after the closing of the transaction, Bristol-Myers Squibb may conduct one or more exchange offers, offers to purchase and/or consent solicitations with respect to Celgene's outstanding debt securities. The terms and timing of any such debt offerings, exchange offers, offers to purchase and/or consent solicitations has not been determined as of the date of this joint proxy statement/prospectus. This joint proxy statement/prospectus does not constitute an offer to sell or the solicitation of an offer to buy any debt securities of Bristol-Myers Squibb or Celgene. It does not constitute a prospectus or prospectus equivalent document for any such securities. No offering of

any debt securities of Bristol-Myers Squibb shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act or an exemption therefrom.

In connection with entry into the merger agreement, on January 2, 2019, Bristol-Myers Squibb entered into a bridge facility commitment letter, which is referred to in this joint proxy statement/prospectus as the bridge facility commitment letter, and the credit facility (if any) established in accordance with the terms thereof is referred to in this joint proxy statement/prospectus as the bridge facility, with MSSF and MUFG, respectively, to finance up to \$33.5 billion of the (i) cash consideration in connection with the merger, (ii) repayment of certain

TABLE OF CONTENTS

existing indebtedness of Celgene (if applicable) and (iii) fees and expenses in connection with the foregoing, to the extent that Bristol-Myers Squibb has not received \$33.5 billion of net cash proceeds from a combination of (A) cash on the balance sheet, (B) the issuance by Bristol-Myers Squibb of unsecured debt securities, equity securities and/or equity-linked securities in public or private offerings the proceeds of which are to be used to finance the merger, and (C) the incurrence by Bristol-Myers Squibb of unsecured term loan facilities, in each case, at or prior to completion of the merger. MSSF and MUGF each provided a commitment to fund loans under the bridge facility and are collectively referred to in this joint proxy statement/prospectus as the initial bridge commitment parties. On January 18, 2019, Bristol-Myers Squibb and the initial bridge commitment parties entered into a joinder agreement to the bridge facility commitment letter, which is referred to in this joint proxy statement/prospectus as the bridge joinder agreement, with certain additional commitment parties, which are collectively referred to in this joint proxy statement/prospectus as the additional bridge commitment parties. The bridge joinder agreement amends the bridge facility commitment letter and reallocates the commitments of the initial bridge commitment parties to fund loans under the bridge facility among the initial bridge commitment parties and the additional bridge commitment parties. The initial bridge commitment parties together with the additional bridge commitment parties are collectively referred to in this joint proxy statement/prospectus as the bridge commitment parties. At the option of Bristol-Myers Squibb, borrowings under the bridge facility will bear interest at either a base rate or at the reserve adjusted Eurodollar rate, plus, in each case, an applicable margin. The applicable margin will range initially from 0.0-0.125% with respect to base rate borrowings, and 0.75-1.125% with respect to the reserve adjusted Eurodollar rate borrowings, in each case, based on the public ratings of Bristol-Myers Squibb's non-credit enhanced senior unsecured long-term debt, and subject to increase every 90-day period to a range of (i) 0.0-0.375% with respect to base rate borrowings, and 1.00-1.375% with respect to the reserve adjusted Eurodollar rate borrowings for days 90 through 179 after such closing and funding, (ii) 0.25-0.625% with respect to base rate borrowings, and 1.25-1.625% with respect to the reserve adjusted Eurodollar rate borrowings for days 180 through 269 after such closing and funding and (iii) 0.50-0.875% with respect to base rate borrowings, and 1.50-1.875% with respect to the reserve adjusted Eurodollar rate borrowings for days 270 and thereafter, and in each case, based on the public ratings of Bristol-Myers Squibb's non-credit enhanced senior unsecured long-term debt. The bridge commitment parties' obligation to fund the bridge facility is subject to several limited conditions as set forth in the bridge facility commitment letter, including, among others, completion of the merger, the non-occurrence of a material adverse effect (as defined in the bridge facility commitment letter) on Celgene, the accuracy in all material respects of certain representations and warranties related to Bristol-Myers Squibb (including the absence of certain events of default by Bristol-Myers Squibb), the delivery of certain financial statements of Bristol-Myers Squibb and Celgene and other customary conditions to completion. Any loans under the bridge facility will mature on the date that is 364 days after the closing date. The commitments to provide the financing under the bridge facility will terminate on the earliest to occur of (1) 11:59 p.m. on the date that is five business days after the end date (as defined in the merger agreement in effect on January 2, 2019 (giving effect to any extension in accordance with Section 10.01(b)(i) of the merger agreement as in effect on January 2, 2019)), (2) the consummation of the merger without any use of the bridge facility and (3) the date of any public announcement by Bristol-Myers Squibb of the abandonment by Bristol-Myers Squibb of the merger or termination in accordance with the terms of the merger agreement of Bristol-Myers Squibb's obligations under the merger agreement to consummate the merger, which date we refer to herein as the commitment termination date.

In connection with the merger, on January 18, 2019, Bristol-Myers Squibb entered into a term loan agreement, which is referred to in this joint proxy statement/prospectus as the term loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the term lenders, consisting of a \$1 billion 364-day tranche, a \$4 billion three-year tranche and a \$3 billion five-year tranche, which is referred to in this joint proxy statement/prospectus as the term loan facility and the loans thereunder are referred to as the term loans, to finance \$8 billion of (i) cash consideration in connection with the merger, (ii) the repayment of certain existing indebtedness of Celgene (if applicable) and (iii) fees and expenses in connection with the foregoing. The occurrence of the effective date under the term loan agreement on January 18, 2019 had the effect of reducing the commitments under the bridge facility by a principal amount of \$8 billion to \$25.5 billion. The

commitments to provide the financing under the term loan agreement will terminate on the commitment termination date. The term lenders' obligation to fund the term loan facility is subject to several limited conditions as set forth in the term loan agreement, including, among others, completion of the merger, the non-occurrence of a material adverse effect (as defined in the term loan agreement) on Celgene, the accuracy in all material respects of certain representations and warranties related

170

TABLE OF CONTENTS

to Bristol-Myers Squibb (including the absence of certain events of default by Bristol-Myers Squibb), the delivery of certain financial statements of Bristol-Myers Squibb and Celgene and other customary conditions to completion. At the option of Bristol-Myers Squibb, borrowings under the term loan agreement will bear interest at either a base rate or at the Eurodollar rate, plus, in each case, an applicable margin. The applicable margin will range from (i) with respect to the \$1 billion 364-day tranche, 0.0 - 0.125% with respect to base rate borrowings, and 0.75 - 1.125% with respect to Eurodollar rate borrowings, (ii) with respect to the \$4 billion three-year tranche, 0.0 - 0.25% with respect to base rate borrowings, and 0.875 - 1.25% with respect to Eurodollar rate borrowings, and (iii) with respect to the \$3 billion five-year tranche, 0.0 - 0.375% with respect to base rate borrowings, and 1.00 - 1.375% with respect to Eurodollar rate borrowings in each case, based on the public ratings of Bristol-Myers Squibb's non-credit enhanced senior unsecured long-term debt.

On January 25, 2019, Bristol-Myers Squibb entered into a 364-day revolving loan agreement, which is referred to in this joint proxy statement/prospectus as the 364-day revolving loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the 364-day revolving lenders, consisting of a \$2 billion 364-day tranche to replace in full Bristol-Myers Squibb's existing 364-day revolving facility and shall be used for general corporate purposes, which is referred to in this joint proxy statement/prospectus as the 364-day revolving loan facility and the loans thereunder are referred to as the 364-day revolving loans. The 364-day revolving loan facility is available to be drawn in full, subject to customary conditions to borrowing.

On January 25, 2019, Bristol-Myers Squibb also entered into a three-year revolving loan agreement, which is referred to in this joint proxy statement/prospectus as the three-year revolving loan agreement, with a group of banks and other financial institutions named therein, which are collectively referred to in this joint proxy statement/prospectus as the three-year revolving lenders, consisting of a \$1 billion three-year tranche that shall be used for general corporate purposes, which is referred to in this joint proxy statement/prospectus as the three-year revolving loan facility and the loans thereunder are referred to as the three-year revolving loans. The three-year revolving loan facility is available to be drawn in full, subject to customary conditions to borrowing.

Litigation Relating to the Merger

As of February 18, 2019, seven complaints have been filed by Celgene stockholders seeking to enjoin the merger. *Sam B. Gerold v. Celgene Corporation, et al.*, No. 1:19-cv-00233, *Karen Sbriglio v. Celgene Corporation, et al.*, No. 1:19-cv-00277 and *Bette Grayson v. Celgene Corporation, et al.*, No. 1:19-cv-00332 were filed in the United States District Court for the District of Delaware. *Robert Lowinger v. Celgene Corporation, et al.*, No. 2:19-cv-04752, *Michael A. Bernstein v. Celgene Corporation, et al.*, No. 2:19-cv-04804 and *Elaine Wang v. Celgene Corporation, et al.*, 2:19-cv-04865 were filed in the United States District Court for the District of New Jersey. *Kristen Rogers v. Celgene Corporation, et al.*, No. 1:19-cv-01275 was filed in the United States District Court for the Southern District of New York.

The seven federal complaints name as defendants Celgene and the members of its board of directors and seek to state claims under the federal securities laws in connection with the joint proxy statement/prospectus as filed on February 1, 2019, alleging that it contains materially incomplete and misleading information. The plaintiffs in *Sam B. Gerold*, *Karen Sbriglio*, and *Bette Grayson* have named Bristol-Myers Squibb and Burgundy Merger Sub as defendants as well. Two of the lawsuits against Bristol-Myers Squibb and Burgundy Merger Sub, *Sam B. Gerold* and *Bette Grayson*, are styled as putative class actions.

An eighth complaint, *Elizabeth Landers, et al. v. Giovanni Caforio, et al.*, No. 2019-0125, was filed in the Court of Chancery of the State of Delaware. *Elizabeth Landers* is styled as a putative class action on behalf of Bristol-Myers Squibb stockholders and names members of the Bristol-Myers Squibb board of directors as defendants, alleging that

they breached their fiduciary duties by failing to disclose material information about the merger.

Bristol-Myers Squibb, Burgundy Merger Sub and Celgene intend to defend themselves vigorously in these lawsuits.

171

TABLE OF CONTENTS

THE MERGER AGREEMENT

The following is a summary of the material terms and conditions of the merger agreement. This summary may not contain all the information about the merger agreement that is important to you. This summary is qualified in its entirety by reference to the merger agreement attached as Annex A to, and incorporated by reference into, this joint proxy statement/prospectus. You are encouraged to read the merger agreement carefully and in its entirety because it is the legal document that governs the merger and the other transactions described in this joint proxy statement/prospectus (including the stock issuance).

Explanatory Note Regarding the Merger Agreement and the Summary of the Merger Agreement: Representations, Warranties and Covenants in the Merger Agreement Are Not Intended to Function or Be Relied on as Public Disclosures

The merger agreement and the summary of its terms in this joint proxy statement/prospectus have been included to provide information about the terms and conditions of the merger agreement. The terms and information in the merger agreement are not intended to provide any other public disclosure of factual information about Celgene, Bristol-Myers Squibb or any of their respective subsidiaries or affiliates. The representations, warranties, covenants and agreements contained in the merger agreement are made by Celgene, Bristol-Myers Squibb and Merger Sub only for the purposes of the merger agreement and are qualified and subject to certain limitations and exceptions agreed to by Celgene, Bristol-Myers Squibb and Merger Sub in connection with negotiating the terms of the merger agreement. In particular, in your review of the representations and warranties contained in the merger agreement and described in this summary, it is important to bear in mind that the representations and warranties were made solely for the benefit of the parties to the merger agreement and were negotiated for the purpose of allocating contractual risk among the parties to the merger agreement rather than to establish matters as facts. The representations and warranties may also be subject to a contractual standard of materiality or material adverse effect different from those generally applicable to stockholders and reports and documents filed with the SEC and in some cases may be qualified by confidential disclosures made by one party to the other, which are not reflected in the merger agreement. Moreover, information concerning the subject matter of the representations and warranties, which do not purport to be accurate as of the date of this joint proxy statement/prospectus, may have changed since the date of the merger agreement, which subsequent information may or may not be fully reflected in Celgene's or Bristol-Myers Squibb's public disclosures. Investors are not third-party beneficiaries under the merger agreement except for the limited purposes expressly set forth therein and should not rely on the representations and warranties or any descriptions thereof as characterizations of the actual state of facts or condition of the parties thereto or any of their respective subsidiaries or affiliates.

For the foregoing reasons, the representations, warranties, covenants and agreements and any descriptions of those provisions should not be read alone or relied upon as characterizations of the actual state of facts or condition of Celgene and Bristol-Myers Squibb or any of their respective subsidiaries or affiliates. Instead, such provisions or descriptions should be read only in conjunction with the other information provided elsewhere in this joint proxy statement/prospectus or incorporated by reference into this joint proxy statement/prospectus.

Structure of the Merger

The merger agreement provides for the merger of Merger Sub with and into Celgene, with Celgene surviving the merger as a wholly-owned subsidiary of Bristol-Myers Squibb.

From and after the effective time of the merger, the certificate of incorporation and the by-laws of Merger Sub in effect immediately prior to the completion of the merger will be the certificate of incorporation and by-laws, respectively, of Celgene, as the surviving corporation in the merger, in each case, until amended in accordance with applicable law and such certificate of incorporation and by-laws, as applicable. From and after the effective time of

the merger, the directors of Merger Sub and the officers of Celgene immediately prior to the completion of the merger will be the directors and officers, respectively, of Celgene, as the surviving corporation in the merger, in each case, until their successors are duly elected or appointed and qualified in accordance with the surviving corporation's certificate of incorporation, by-laws and applicable law.

Closing and Effectiveness of the Merger

Unless otherwise mutually agreed to by Celgene and Bristol-Myers Squibb, the closing of the merger will take place at 10:00 a.m., Eastern Time, on the third business day following the satisfaction or, to the extent permitted by applicable law, waiver of the conditions to the completion of the merger (other than conditions that by their

TABLE OF CONTENTS

nature are to be satisfied at the closing of the merger, but subject to the satisfaction or, to the extent permitted by applicable law, waiver of such conditions by the party or parties entitled to the benefit thereof at the time of the closing of the merger) described under —Conditions to Completion of the Merger beginning on page 177 of this joint proxy statement/prospectus. At the closing of the merger, the parties will file a certificate of merger with the Secretary of State of the State of Delaware. The merger will be effective at such time that the certificate of merger is filed with the Secretary of State of the State of Delaware or at such later time as Celgene and Bristol-Myers Squibb agree and is specified in the certificate of merger, which time is referred to in this joint proxy statement/prospectus as the effective time of the merger. At the effective time of the merger, all of the property, rights and privileges of Celgene and Merger Sub will vest in the surviving corporation, and all of the liabilities and obligations of Celgene and Merger Sub will become liabilities and obligations of the surviving corporation.

Assuming timely satisfaction of the necessary closing conditions, the completion of the merger is expected to occur in the third quarter of 2019. However, as the merger is subject to various regulatory approvals and the satisfaction or waiver of other conditions described in the merger agreement, it is possible that factors outside the control of Celgene and Bristol-Myers Squibb could result in the merger being consummated at a later time or not at all. If the merger is not completed on or before the end date of January 2, 2020, subject to Celgene's and Bristol-Myers Squibb's respective right to unilaterally extend such end date for two additional 60 day periods upon written notice to the other party in the circumstances described under —Termination of the Merger Agreement beginning on pages 198 of this joint proxy statement/prospectus, either Celgene or Bristol-Myers Squibb may terminate the merger agreement. The right to terminate the merger agreement after the end date (as may be extended) or to extend the end date will not be available to Celgene or Bristol-Myers Squibb, as applicable, if that party's breach of any provision of the merger agreement is the proximate cause of the failure of the merger to be completed by the end date (as may be extended). See —Conditions to Completion of the Merger and —Termination of the Merger Agreement beginning on pages 177 and 198, respectively, of this joint proxy statement/prospectus.

Merger Consideration

At the effective time, each share of Celgene common stock issued and outstanding immediately prior to the completion of the merger, other than excluded stock and dissenting stock, will be converted into the right to receive (i) \$50.00 in cash, without interest, (ii) one share of Bristol-Myers Squibb common stock, and (iii) one CVR issued by Bristol-Myers Squibb subject to and in accordance with the CVR agreement as described under Description of the CVRs beginning on page 217 of this joint proxy statement/prospectus.

No Fractional Shares of Bristol-Myers Squibb or CVRs

Celgene stockholders will not receive any fractional shares of Bristol-Myers Squibb common stock or fractional CVRs in the merger. Each Celgene stockholder that otherwise would have been entitled to receive a fraction of a share of Bristol-Myers Squibb common stock or fractional CVR (after aggregating all shares represented by the certificates surrendered or uncertificated shares delivered by such holder) will receive, in lieu thereof, cash, without interest, in an amount equal to such fractional amount (rounded down to the nearest cent) representing such holder's proportionate interest in the net proceeds from the sale by the exchange agent on behalf of all such holders of shares of Bristol-Myers Squibb common stock or CVRs that would otherwise be issued.

Shares Subject to Properly Exercised Appraisal Rights

The shares of Celgene common stock held by Celgene common stockholders who do not vote for adoption of the merger agreement and who otherwise properly exercise and perfect appraisal rights for their shares in accordance with the DGCL will not be converted into the right to receive the merger consideration to which they would otherwise be entitled pursuant to the merger agreement, but will instead be cancelled and converted into the right to receive

judicially determined fair value of such shares at the effective time. If any Celgene stockholder fails to make an effective demand for appraisal or otherwise waives, withdraws or loses his, her or its appraisal rights, such stockholder's shares of Celgene common stock will be deemed to have been converted as of the effective time into the right to receive the merger consideration. See —Appraisal or Dissenters' Rights for Celgene Stockholders beginning on page 160 of this joint proxy statement/prospectus for additional information.

173

TABLE OF CONTENTS

Procedures for Surrendering Celgene Stock Certificates

The conversion of Celgene common stock, other than excluded stock and dissenting stock, into the right to receive the merger consideration will occur automatically at the effective time. Prior to the effective time, Bristol-Myers Squibb will appoint an exchange agent reasonably acceptable to Celgene and enter into an exchange agent agreement with such exchange agent that is reasonably acceptable to Celgene that provides for the exchange agent to handle the exchange of certificates or book-entry shares representing shares of Celgene common stock for the merger consideration. As of the effective time, Bristol-Myers Squibb will deposit or make available to the exchange agent the cash, Bristol-Myers Squibb common stock (in certificated or book-entry form) and CVRs comprising the merger consideration in respect of such Celgene common stock. Promptly (but not later than two business days) after the effective time, Bristol-Myers Squibb will, or will cause the exchange agent to, send a letter of transmittal to each person who is a record holder of Celgene common stock, other than excluded stock and dissenting stock, at the completion of the merger for use in the exchange and instructions explaining how to surrender Celgene stock certificates or transfer uncertificated shares of Celgene common stock to the exchange agent in exchange for the merger consideration.

Celgene stockholders who submit (i) a properly completed letter of transmittal, together with their stock certificates (in the case of certificated shares) or (ii) other evidence of transfer requested by the exchange agent (in the case of book-entry shares), will receive the merger consideration into which the shares of Celgene common stock were converted in the merger. The Bristol-Myers Squibb common stock constituting part of such merger consideration will be delivered to Celgene stockholders in book-entry form unless a physical certificate is requested by a Celgene stockholder or otherwise required under applicable law, and the CVRs constituting part of the merger consideration will be delivered to the Celgene stockholders. After completion of the merger, each certificate that previously represented shares of Celgene common stock and each uncertificated share of Celgene common stock that previously was registered to a holder on Celgene's stock transfer books, except for excluded stock and dissenting stock, will only represent the right to receive the merger consideration into which those shares of Celgene common stock have been converted (and any dividends on the Bristol-Myers Squibb common stock into which such shares of Celgene common stock have been converted).

Neither Celgene, Bristol-Myers Squibb nor the exchange agent will be responsible for transfer or other similar taxes and fees incurred by holders of Celgene common stock in connection with the merger. Those taxes and fees, if any, will be the sole responsibility of such holders. In addition, if there is a transfer of ownership of Celgene common stock that is not registered in the records of Celgene's transfer agent, payment of the merger consideration as described above (and any dividends on the Bristol-Myers Squibb common stock into which such Celgene stock have been converted) will be made to a person other than the person in whose name the certificate or uncertificated share so surrendered is registered only if the certificate is properly endorsed or otherwise is in proper form for transfer or the uncertificated share is properly transferred, and the person requesting the payment pays to the exchange agent any transfer or other similar taxes required as a result of such payment or establishes to the satisfaction of the exchange agent that any transfer or other similar taxes have been paid or are not payable.

After completion of the merger, Bristol-Myers Squibb will not pay dividends with a record date on or after the effective time or any cash in lieu of fractional shares to any holder of any Celgene stock certificates or uncertificated shares of Celgene common stock on the Bristol-Myers Squibb common shares into which such Celgene shares have been converted until the holder surrenders the Celgene stock certificates or transfers the uncertificated shares of Celgene common stock as described above. However, once those certificates or uncertificated shares of Celgene common stock are surrendered or transferred, as applicable, Bristol-Myers Squibb will pay to the holder, without interest, any dividends on the Bristol-Myers Squibb common shares into which such shares of Celgene common stock have been converted with a record date on or after completion of the merger that have been paid prior to such surrender or transfer, as applicable, and any cash in lieu of fractional shares that such holder is entitled to receive.

TABLE OF CONTENTS**Treatment of Celgene Equity Awards***Celgene Stock Options*

At the effective time of the merger, each compensatory option to purchase shares of Celgene common stock under any Celgene stock plan that is outstanding and unexercised immediately prior to the completion of the merger, which is referred to in this joint proxy statement/prospectus as a Celgene Stock Option, whether or not vested, will be treated as described below.

If such Celgene Stock Option is an In-the-Money Option it will be assumed by Bristol-Myers Squibb and converted into (i) an option, which is referred to in this joint proxy statement/prospectus as an Assumed In-the-Money Option, to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of Bristol-Myers Squibb common stock, except that (A) the number of shares of Bristol-Myers Squibb common stock, subject to such Assumed In-the-Money Options shall equal the product of (x) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the effective time of the merger, multiplied by (y) the Equity Award Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock), and (B) the per-share exercise price will equal the quotient of (x) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (y) the Equity Award Exchange Ratio (rounded up to the nearest whole cent), and (ii) the right to receive (A) if such In-the-Money Option was vested prior to the effective time of the merger, one CVR for each share of Celgene common stock underlying such In-the-Money Option immediately prior to the completion of the merger or (B) if such In-the-Money Option was not vested immediately prior to the completion of the merger, immediately upon, and subject to, the vesting of the Assumed In-the-Money Option, the Unvested Equity Award CVR Consideration. Each Assumed In-the-Money Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock Option immediately prior to the effective time of the merger.

If such Celgene Stock Option is an Out-of-the-Money Option, it will be assumed by Bristol-Myers Squibb and converted into an option, which is referred to in this joint proxy statement/prospectus as an Assumed Out-of-the-Money Stock Option, to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of Bristol-Myers Squibb common stock, except that the number of shares of Bristol-Myers Squibb common stock, subject to such Assumed Out-of-the-Money Stock Option will equal the product of (i) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the effective time of the merger, multiplied by (ii) the Out-of-the-Money Option Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock), and the per-share exercise price will equal the quotient of (A) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (B) the Out-of-the-Money Option Exchange Ratio (rounded up to the nearest whole cent). Each Assumed Out-of-the-Money Stock Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock Option immediately prior to the effective time of the merger.

Celgene Restricted Stock Units

At the effective time of the merger, each restricted stock unit award with respect to shares of Celgene common stock outstanding under any Celgene stock plan that vests solely based on the passage of time which is referred to in this joint proxy statement/prospectus as a Celgene RSU Award, will be assumed by Bristol-Myers Squibb and converted into (i) a restricted unit award which is referred to in this joint proxy statement/prospectus as an Assumed Restricted Unit Award, that settles in a number of shares of Bristol-Myers Squibb common stock equal to (A) the number of shares of Celgene common stock underlying the Celgene RSU Award immediately prior to the effective time of the merger multiplied by (B) the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares) and

(ii) the right to receive, subject to the vesting of the Assumed Restricted Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Restricted Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene RSU Award immediately prior to the effective time of the merger.

Celgene Performance Stock Units

At the effective time of the merger, each restricted stock unit award with respect to shares of Celgene common stock outstanding under any Celgene stock plan that vests based on the achievement of performance goals, which is referred to in this joint proxy statement/prospectus as a Celgene PSU Award, will be assumed by

TABLE OF CONTENTS

Bristol-Myers Squibb and converted into (i) a restricted stock unit award, which is referred to in this joint proxy statement/prospectus as an Assumed Performance Unit Award, that settles in a number of shares of Bristol-Myers Squibb common stock equal to the product of (A) the number of shares of Celgene common stock underlying the Celgene PSU Award immediately prior to the effective time of the merger (determined by deeming the applicable performance goals to be achieved at the greater of the target level and the actual level of achievement through the end of the calendar quarter immediately preceding the merger effective time) multiplied by (B) the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares), and (ii) the right to receive, subject to the vesting of the Assumed Performance Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Performance Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene PSU Award (other than performance-based vesting conditions) immediately prior to the effective time of the merger.

Celgene Restricted Stock Awards

At the effective time of the merger, each restricted stock award with respect to shares of Celgene common stock outstanding under any Celgene Stock Plan that vests based on the passage of time and/or the achievement of performance goals, which is referred to in this joint proxy statement/prospectus as a Celgene RSA, will be assumed by Bristol-Myers Squibb and converted into (i) a restricted stock award, which is referred to in this joint proxy statement/prospectus as an Assumed Restricted Stock Award, that settles in a number of shares of Bristol-Myers Squibb common stock equal to (A) the number of shares of Celgene common stock underlying the Celgene RSA immediately prior to the completion of the merger multiplied by (B) the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares), and (ii) the right to receive, subject to the vesting of the Assumed Restricted Stock Award, the Unvested Equity Award CVR Consideration. Each Assumed Restricted Stock Award will continue to have the same terms and conditions as applied to the corresponding Celgene RSA.

Certain Defined Terms

For purposes of descriptions of the treatment of Celgene equity awards in this joint proxy statement/prospectus, the Celgene stock price means the average of the volume weighted averages of the trading price of Celgene common stock on Nasdaq on each of the three consecutive trading days ending on the last trading day prior to the closing date of the merger.

For purposes of descriptions of the treatment of Celgene equity awards in this joint proxy statement/prospectus, the Bristol-Myers Squibb stock price means the average of the volume weighted averages of the trading prices of Bristol-Myers Squibb common stock on NYSE (as reported by Bloomberg L.P. or, if not reported therein, in another authoritative source mutually selected by Bristol-Myers Squibb and Celgene in good faith) on each of the five consecutive trading days ending on the trading day that is two trading days prior to the closing date of the merger.

For purposes of this joint proxy statement/prospectus, the Equity Award Exchange Ratio means the sum, rounded to the nearest one hundredth, equal to (i) the Exchange Ratio, plus (ii) the quotient of (A) the cash consideration divided by (B) the Bristol-Myers Squibb stock price.

For purposes of this joint proxy statement/prospectus, In-the-Money Option means a Celgene Stock Option for which the per share exercise price is less than the Celgene stock price.

For purposes of this joint proxy statement/prospectus, Out-of-the-Money Option means a Celgene Stock Option for which the per share exercise price equals or exceeds the Celgene stock price. For purposes of this joint proxy statement/prospectus, the Out-of-the-Money Option Exchange Ratio means the Celgene stock price divided by the Bristol-Myers Squibb stock price, rounded down to the nearest one hundredth.

For purposes of this joint proxy statement/prospectus, the Unvested Equity Award CVR Consideration means, if the vesting date of the unvested In-the-Money Option, the Celgene RSU Award, the Celgene PSU Award or the Celgene RSA, as applicable, occurs (i) prior to the milestone payment record date and the termination date under the CVR agreement, one CVR in respect of each share of Celgene common stock underlying such In-the-Money Option, Celgene RSU Award, Celgene PSU Award, or Celgene RSA, as applicable, immediately prior to the effective time of the merger, (ii) on or after the milestone payment record date, a cash payment equal to the

176

TABLE OF CONTENTS

milestone payment in respect of each share of Celgene common stock underlying such In-the-Money Option, Celgene RSU Award, Celgene PSU Award or Celgene RSA, as applicable, immediately prior to the effective time of the merger, or (iii) on or after the Termination Date and the CVR milestone was not achieved prior to the Termination Date, no additional consideration.

Listing of Bristol-Myers Squibb Common Stock and the CVRs

The merger agreement obligates Bristol-Myers Squibb to use its reasonable best efforts to cause the Bristol-Myers Squibb common shares and the CVRs to be issued in the merger as part of the merger consideration to be listed on the NYSE (or, in the case of the CVRs, another national securities exchange), subject to official notice of issuance, prior to the effective time. Approval for listing on the NYSE of the Bristol-Myers Squibb common shares and the CVRs, subject to official notice of issuance, is a condition to the obligations of Celgene and Bristol-Myers Squibb to complete the merger as described under —Conditions to Completion of the Merger beginning on page 177 of this joint proxy statement/prospectus.

Governance Matters Following Completion of the Merger

Bristol-Myers Squibb is required to take all necessary corporate action so that, effective at the effective time, the number of members of the BMS Board will be expanded to include two additional members, jointly designated by Celgene and Bristol-Myers Squibb, who are serving as directors of Celgene immediately prior to the completion of the merger. As of the date of this joint proxy statement/prospectus, Celgene and Bristol-Myers Squibb have not made a determination as to which two members of the Celgene Board will be designated to serve on the BMS Board following the completion of the merger.

Conditions to Completion of the Merger

Mutual Conditions to Completion. The obligation of each of Celgene, Bristol-Myers Squibb and Merger Sub to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, waiver) of the following conditions:

- adoption of the merger agreement by the affirmative vote of the holders of at least a majority of the outstanding shares of Celgene common stock;
- affirmative vote of at least a majority of the votes cast by holders of outstanding shares of Bristol-Myers Squibb stock at a duly called and held meeting of Bristol-Myers Squibb's stockholders at which a quorum is present approving the stock issuance;
- the absence of any injunction or order issued by any court or other governmental authority of competent jurisdiction that enjoins, prevents or prohibits completion of the merger
- effectiveness of the registration statement for the Bristol-Myers Squibb common stock and CVRs to be issued in the merger (of which this joint proxy statement/prospectus forms a part) and the absence of any stop order suspending that effectiveness or any proceedings for that purpose pending before the SEC
- approval for listing on the NYSE of both the Bristol-Myers Squibb common stock and the CVRs to be issued in the merger, subject to official notice of issuance; and
- any applicable waiting period under the HSR Act shall have expired or been terminated and the receipt of required approvals under the antitrust laws of certain specified foreign jurisdictions shall have been obtained.

Additional Conditions to Completion for the Benefit of Bristol-Myers Squibb and Merger Sub. In addition, the obligation of Bristol-Myers Squibb and Merger Sub to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, Bristol-Myers Squibb's waiver) of the following conditions:

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performance in all material respects by Celgene of the covenants and agreements required to be performed by it at or prior to the effective time;

- the accuracy in all material respects as of the date of the merger agreement and as of the closing date of the merger as if made on such date (or, in the case of representations and warranties given as of another specific date, as of that date) of certain representations and warranties made by Celgene in the

TABLE OF CONTENTS

merger agreement regarding, among other matters, its corporate existence, its corporate authority relative to the merger agreement and the merger, the merger agreement not violating its organizational documents, its capitalization, the opinion of its financial advisors, its brokers in connection with the merger and the inapplicability of certain antitakeover laws;

- the accuracy in all respects as of the date of the merger agreement and as of the closing date of the merger as if made on such date of the representation and warranty made by Celgene in the merger agreement regarding the absence, since September 30, 2018, of any event, change, effect development or occurrence that has had or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on Celgene. See —Definition of ‘Material Adverse Effect ’ beginning on page 180 of this joint proxy statement/prospectus for the definition of material adverse effect;
- the accuracy of all other representations and warranties made by Celgene in the merger agreement (disregarding all qualifications and exceptions contained in such representations and warranties relating to materiality or material adverse effect) as of the date of the merger agreement and as of the closing date of the merger as if made on such date (or, in the case of representations and warranties given as of another specified date, as of that date), except for any inaccuracies in such representations and warranties that have not had and would not reasonably be expected to have, individually or in the aggregate, a material adverse effect on Celgene (or, in the case of the representation and warranty made by Celgene regarding material contracts, a material adverse effect on Bristol-Myers Squibb) and
- receipt of a certificate from an executive officer of Celgene confirming the satisfaction of the conditions described in the preceding four bullets.

Additional Conditions to Completion for the Benefit of Celgene. In addition, the obligation of Celgene to complete the merger is subject to the satisfaction (or, to the extent permitted by applicable law, Celgene’s waiver) of the following conditions:

- performance in all material respects by each of Bristol-Myers Squibb and Merger Sub of the covenants and agreements required to be performed by it at or prior to the effective time;
- the accuracy in all material respects as of the date of the merger agreement and as of the closing date of the merger as if made on such date (or, in the case of representations and warranties given as of another specific date, as of that date) of certain representations and warranties made by Bristol-Myers Squibb and Merger Sub in the merger agreement regarding, among other matters, its corporate existence, its corporate authority relative to the merger agreement and the merger, the merger agreement not violating its organizational documents, its capitalization, the opinion of its financial advisors, its brokers in connection with the merger and the inapplicability of certain antitakeover laws;
- the accuracy in all respects as of the date of the merger agreement and as of the closing date of the merger as if made on such date of the representation and warranty made by Bristol-Myers Squibb and Merger Sub in the merger agreement regarding the absence, since September 30, 2018, of any event, change, effect development or occurrence that has had or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on Bristol-Myers Squibb. See —Definition of ‘Material Adverse Effect ’ beginning on page 180 of this joint proxy statement/prospectus for the definition of material adverse effect);
- the accuracy of all other representations and warranties made by Bristol-Myers Squibb and Merger Sub in the merger agreement (disregarding all qualifications and exceptions contained in such representations and warranties relating to materiality or material adverse effect) as of the date of the merger agreement and as of the closing date of the merger as if made on such date (or, in the case of representations and warranties given as of another specified date, as of that date), except for any inaccuracies in such representations and warranties that have not had and would not reasonably be expected to have, individually or in the aggregate, a material adverse effect on Bristol-Myers Squibb; and
- receipt of a certificate from an executive officer of Bristol-Myers Squibb confirming the satisfaction of the conditions described in the preceding four bullets.

TABLE OF CONTENTS**Representations and Warranties**

The merger agreement contains a number of representations and warranties made by Celgene, Bristol-Myers Squibb and Merger Sub that are subject in some cases to exceptions and qualifications (including exceptions that are not material to the party making the representations and warranties and its subsidiaries, taken as a whole, and exceptions that do not have, and would not reasonably be expected to have, individually or in the aggregate, a material adverse effect on the party making the representations and warranties). See —Definition of ‘Material Adverse Effect ’ beginning on page 180 of this joint proxy statement/prospectus for the definition of material adverse effect for each of Celgene and Bristol-Myers Squibb. The representations and warranties in the merger agreement relate to, among other things:

- corporate existence, good standing and qualification to conduct business
- due authorization, execution and validity of the merger agreement
- governmental approvals necessary to complete the merger
- absence of any conflict with or violation or breach of organizational documents or any conflict with or violation or breach of agreements, laws or regulations, or creation or imposition of any lien on any asset of the applicable party or its respective subsidiaries as a result of the execution, delivery or performance of the merger agreement or completion of the merger
- capitalization
- subsidiaries
- SEC filings, the absence of material misstatements or omissions from such filings and compliance with the Sarbanes-Oxley Act of 2002
- financial statements
- information provided by the applicable party for inclusion in disclosure documents to be filed with the SEC in connection with the merger
- conduct of business in the ordinary course of business consistent with past practices and absence of changes that have had or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on the applicable party, in each case since September 30, 2018
- the absence of any actions since September 30, 2018 through the date of the merger agreement that would constitute a breach of certain interim operating covenants of the applicable party if such action was taken between the date of the merger agreement and the closing date of the merger;
- absence of undisclosed material liabilities
- compliance with laws;
- permits and court orders
- litigation
- certain regulatory matters relating to, among other relevant authorities, the United States Food, Drug, and Cosmetic Act of 1938, as amended, the Public Health Service Act, and the FDA;
- tax matters
- employees, employee benefit plans and labor matters
- intellectual property matters
- environmental matters
- compliance with the Foreign Corrupt Practices Act of 1977, as amended, and anti-corruption laws in other jurisdictions;
- inapplicability of antitakeover statutes
- receipt of fairness opinions from such party’s financial advisors

TABLE OF CONTENTS

- fees payable to financial advisors in connection with the merger
- transactions with affiliates;
- no ownership of the other party's common stock
- in the case of Celgene, material contracts, properties and insurance matters;
- in the case of Bristol-Myers Squibb and Merger Sub, matters with respect to the financing of the merger (including the committed debt financing described in —Financing—Debt Financing); and
- no other representations and warranties.

The representations and warranties in the merger agreement do not survive completion of the merger.

See —Explanatory Note Regarding the Merger Agreement and the Summary of the Merger Agreement: Representations, Warranties and Covenants in the Merger Agreement Are Not Intended to Function or Be Relied on as Public Disclosures on page 172 of this joint proxy statement/prospectus.

Definition of Material Adverse Effect

Many of the representations and warranties in the merger agreement are qualified by a material adverse effect on the party or parties making such representation or warranty. For purposes of the merger agreement, material adverse effect means, with respect to Celgene or Bristol-Myers Squibb, as the case may be, any event, change, effect, development or occurrence that, individually or together with any other event, change, effect, development or occurrence, has had or would reasonably be expected to have a material adverse effect on the financial condition, business or results of operations of that party and its subsidiaries, taken as a whole, except that no effect to the extent resulting from, arising out of or related to any of the following will be taken into account in determining whether there has been, or would reasonably be expected to be, a material adverse effect:

- any changes in general United States or global economic conditions
- any changes in conditions generally affecting the industries in which that party or any of its subsidiaries operate
- any decline, in and of itself, in the market price or trading volume of that party's common stock (but not any facts, events, developments or occurrences giving rise to or contributing to that reduction that are not otherwise excluded from the definition of material adverse effect);
- any changes in regulatory, legislative or political conditions or in securities, credit, financial, debt or other capital markets, in each case in the United States or any foreign jurisdiction
- any failure, in and of itself, by that party or any of its subsidiaries to meet any internal or published projections, forecasts, estimates or predictions, revenues, earnings or other financial or operating metrics for any period (but not any facts, events, developments occurrences giving rise to or contributing to that failure that are not otherwise excluded from the definition of material adverse effect)
- the execution and delivery of the merger agreement, the public announcement or pendency of the merger agreement or transactions contemplated therein, including the merger, the taking of any action required or expressly contemplated by the merger agreement or the identity of, or any facts or circumstances relating to, any other party to the merger agreement or that other party's subsidiaries, including the impact of any of the foregoing on the relationships, contractual or otherwise, of that party or any of its subsidiaries with
- governmental authorities, customers, suppliers, partners, officers or employees or any material business relations (except with respect to any representation or warranty that is expressly intended to address the consequences of the execution, delivery or performance of the merger agreement or completion of the transactions contemplated by the merger agreement or the condition to closing related to any such representation or warranty)
- any adoption, implementation, promulgation, repeal, modification, amendment, authoritative interpretation, change or proposal of any applicable law of or by any governmental authority
- any changes in GAAP (or authoritative interpretations thereof)

TABLE OF CONTENTS

- any changes in geopolitical conditions, the outbreak or escalation of hostilities, any acts of war, sabotage, cyberattack or terrorism, or any escalation or worsening of any such acts of war, sabotage, cyberattack or terrorism threatened or underway as of the date of the merger agreement
- the taking of any action at the written request of or with the written consent of, in the case of Celgene, Bristol-Myers Squibb or, in the case of Bristol-Myers Squibb or Merger Sub, Celgene
- any reduction in the credit rating of the applicable party or any of its subsidiaries (but not any facts, events, developments or occurrences giving rise to or contributing to that reduction that are not otherwise excluded from the definition of material adverse effect)
- any epidemic, plague, pandemic or other outbreak of illness or public health event, hurricane, earthquake, flood or other natural disasters, acts of God or any change resulting from weather conditions
- any claims, actions, suits or proceedings arising from allegations of a breach of fiduciary duty or violation of applicable law relating to the merger agreement or the transactions contemplated therein; or any regulatory or clinical changes, effects, developments or occurrences relating to any product or product candidate currently being researched, tested developed or commercialized that, as of the date of the merger agreement, is not being sold or distributed by or on behalf of Bristol-Myers Squibb or any of its subsidiaries or Celgene or any of its subsidiaries, as applicable, each of which is referred to in this joint proxy statement/prospectus as a pipeline product, which includes (A) any suspension, rejection, refusal of, request to refile or any delay in obtaining or making any regulatory application or filing relating to any pipeline product, (B) any negative regulatory actions, requests, recommendations or decisions of any governmental authority relating to any pipeline product or any other regulatory or clinical development relating to any pipeline product, (C) any clinical studies, tests or results or announcements thereof with respect to any pipeline product, and (D) any delay, hold or termination of any clinical trial or any delay, hold or termination of any planned application for marketing approval with respect to any pipeline product; and except, in the case of any events, changes, effects, developments or occurrences referred to in the first, second, fourth, seventh, eighth, ninth or twelfth bullets in the immediately preceding list, to the extent that
- any such event, change, effect, development or occurrence has a disproportionate adverse effect on such party and its subsidiaries, taken as a whole, relative to the adverse effect such event, change, effect, development or occurrence has on other companies operating in the industries in which such party and its subsidiaries operate.

Conduct of Business Pending the Merger

In general, except (i) as required or expressly contemplated by the merger agreement, (ii) as required or prohibited by applicable law or (iii) as set forth in the confidential disclosure schedules delivered by Celgene to Bristol-Myers Squibb concurrently with execution of the merger agreement, unless Bristol-Myers Squibb otherwise consents (which consent may not be unreasonably withheld, conditioned or delayed), Celgene and its subsidiaries are required to use commercially reasonable efforts to (A) conduct their business in all material respects in the ordinary course of business consistent with past practice and (B) preserve intact its business organization and relationships with customers, members, suppliers, licensors, licensees and other third parties and keep available the services of its present officers and employees.

Without limiting the generality of the foregoing, except (i) as required or expressly contemplated by the merger agreement, (ii) as required or prohibited by applicable law or (iii) as set forth in the confidential disclosure schedule delivered by Celgene to Bristol-Myers Squibb concurrently with execution of the merger agreement, unless Bristol-Myers Squibb otherwise consents (which consent may not be unreasonably withheld, conditioned or delayed), each of Celgene and its subsidiaries are not permitted to:

- adopt or propose any change to its certificate of incorporation, by-laws or other organizational documents;
- merge or consolidate with any other entity;

- acquire any interest in any asset, security or property, other than (A) acquisitions of assets, securities or property in an amount not to exceed \$500 million individually or \$1 billion in the aggregate for all

TABLE OF CONTENTS

such acquisitions, (B) acquisitions of securities under Celgene’s investment portfolio consistent with Celgene’s investment policy in effect as of the date of the merger agreement, (C) transactions (1) solely among Celgene and one or more of its wholly-owned subsidiaries or (2) solely among Celgene’s wholly-owned subsidiaries and (D) acquisitions of inventory or equipment in the ordinary course of business consistent with past practice (provided that any of the acquisitions or transactions described in clauses (A) through (D) shall require the prior written consent of Bristol-Myers Squibb if such acquisition or transaction would, individually or in the aggregate, reasonably be expected to prevent or materially delay the consummation of the transactions contemplated by the merger agreement);

- adopt a plan of complete or partial liquidation, dissolution, recapitalization or restructuring;
- split, combine or reclassify any shares of its capital stock, other than transactions (A) solely among Celgene and one or more of its wholly-owned subsidiaries or (B) solely among Celgene’s wholly-owned subsidiaries;
- amend any term or alter any rights of any of its outstanding equity securities;
- declare, set aside or pay any dividend or make any other distribution (whether in cash, stock, property or any combination thereof) in respect of any shares of its equity securities, other than dividends or distributions by a subsidiary of Celgene to Celgene or a wholly-owned subsidiary of Celgene;
- redeem, repurchase, cancel or otherwise acquire or offer to redeem, repurchase or otherwise acquire any of its equity securities or any equity securities of any subsidiary of Celgene, other than repurchases of shares of Celgene common stock in connection with the exercise of Celgene Stock Options or the vesting or settlement of Celgene RSU Awards, Celgene PSU Awards or Celgene RSAs (including in satisfaction of any amounts required to be deducted or withheld under applicable law), in each case outstanding as of the date of the merger agreement in accordance with the present terms of such Celgene equity awards or granted after the date of the merger agreement to the extent permitted by the merger agreement;
- issue, deliver or sell, or authorize the issuance, delivery or sale of, any shares of its capital stock or any other equity securities, other than (i) the issuance of any shares of Celgene common stock in connection with the exercise of Celgene Stock Options or the vesting or settlement of Celgene RSU Awards and Celgene PSU Awards that are, in each case outstanding as of the date of the merger agreement in accordance with the present terms of such Celgene equity awards or granted after the date of the merger agreement to the extent permitted by the merger agreement, or (ii) in the case of a subsidiary of Celgene, in connection with transactions (A) solely among Celgene and one or more of its wholly-owned subsidiaries or (B) solely among Celgene’s wholly-owned subsidiaries;
- authorize, make or incur any capital expenditures or obligations or liabilities in connection therewith, other than (A) any capital expenditures contemplated by the capital expenditure budget of Celgene made available to Bristol-Myers Squibb prior to the date of the merger agreement and (B) additional capital expenditures of less than \$5 million individually or \$40 million in the aggregate;
- sell, lease, license, transfer or otherwise dispose of any subsidiary or any division of Celgene or any assets, securities or property (other than intellectual property, which is the subject of the bullet immediately below), other than (A) dispositions of securities under Celgene’s investment portfolio consistent with Celgene’s investment policy in effect as of the date of the merger agreement, (B) sales or dispositions of inventory or tangible personal property (including equipment), in each case in the ordinary course of business consistent with past practice or (C) transactions (1) solely among Celgene and one or more of its wholly-owned subsidiaries or (2) solely among Celgene’s wholly-owned subsidiaries;
- sell, assign, license, sublicense, abandon, allow to lapse, transfer or otherwise dispose of, or create or incur any lien (other than certain permitted liens) on, any owned intellectual property or, to the extent it is material to certain covered products listed on Celgene’s confidential disclosure schedules or the exercise of any rights to research, develop, market or otherwise exploit such covered products, licensed intellectual property, in each case other than (A) in the ordinary course of business, consistent with past practice (1) pursuant to a non-exclusive license (but excluding any non-exclusive license with respect to any such covered product), or (2) for the purpose of abandoning or allowing to lapse any Celgene

TABLE OF CONTENTS

registered intellectual property (i) that is immaterial, (ii) during the ordinary course of prosecution, or (iii) in any country where the annual revenue of Celgene's products is less than \$20 million, or (B) pursuant to any settlement (1) not involving payments (contingent or otherwise) by Celgene or any of its subsidiaries in excess of \$100 million in the aggregate with all other such settlements, compromises or agreements that relate to the applicable claim, action or proceeding (but, with respect to intellectual property, that relate to the applicable Celgene product), (2) that would not be expected to violate any applicable laws as reasonably determined by the Celgene in good faith at the time of settlement, and (3) does not impose any materially burdensome monitoring or reporting obligations to any other person outside of the ordinary course of business or any material restrictions, liabilities or obligations on Celgene or its subsidiaries (or, following the closing of the merger, Bristol-Myers Squibb or any of its subsidiaries), which is collectively referred to in this joint proxy statement/prospectus as a Celgene permitted settlement;

make any material loans, advances or capital contributions to, or investments in, any other entity, other than (A) loans, advances, capital contributions or investments (1) by Celgene to or in one or more of its

- wholly-owned subsidiaries or (2) by any subsidiary of Celgene to or in Celgene or any wholly-owned subsidiary of Celgene, or (B) capital contributions required under the terms of contracts in effect as of the date of the merger agreement; incur, assume, guarantee or repurchase or otherwise become liable for any indebtedness for borrowed money, issue or sell any debt securities or any options, warrants or other rights to acquire debt securities or enter into, guarantee or otherwise become liable for any interest rate, swap, currency, commodity or other similar hedging arrangement, other than (A) additional borrowings under Celgene's existing credit facility (as in effect as of the date of the merger agreement) and indebtedness under commercial paper arrangements backstopped by Celgene's existing credit facility, provided that (1) the aggregate amount of commercial paper outstanding may not at any time exceed \$750 million and (2) as of the last day of each fiscal quarter of Celgene and as of the closing date, the amount of commercial paper outstanding is \$0, (B) intercompany indebtedness among Celgene and its wholly-owned subsidiaries or among Celgene's wholly-owned subsidiaries, (C) indebtedness for borrowed money incurred to replace, renew, extend, refinance or refund any existing indebtedness of Celgene or any of its subsidiaries, which indebtedness is (1) on terms that are substantially consistent with those contained in the indebtedness being replaced, renewed, extended, refinanced or refunded (other than the extension of the maturity date thereof) and (2) not in a principal amount greater than such indebtedness being replaced, renewed, extended, refinanced or refunded or, in the case of any revolving credit facility, the aggregate amount that may be incurred under the credit agreement governing such indebtedness being replaced, renewed, extended, refinanced or refunded (as in effect as of the date of the merger agreement), (D) guarantees of indebtedness of Celgene or its wholly-owned subsidiaries outstanding on the date of the merger agreement or otherwise incurred in compliance with this interim operating covenant, (E) in respect of interest rate, swap, currency, commodity or other similar hedging arrangements that (1) are entered into in connection with the restructuring or replacement of up to \$500 million in aggregate notional amount of existing hedging arrangements expiring in 2019 into forward contracts, (2) are entered into in connection with the restructuring or replacement of up to \$750 million in aggregate notional amount of existing hedging arrangements expiring in 2020 into forward contracts, or (3) are entered into in the ordinary course of business consistent with past practice in an aggregate notional amount not to exceed \$250 million at any time outstanding, and (F) other indebtedness not to exceed \$50 million in the aggregate at any time outstanding;
- enter into (A) any material contract, other than in the ordinary course of business consistent with past practice (except that no material contract (1) limiting the freedom of Celgene or any of its subsidiaries to engage in any line of business or containing material exclusivity or most favored nation obligations, or restrictions on the ability of Celgene or its subsidiaries to sell, market, distribute, promote, manufacture, develop, commercialize, or test or research any current material product, (2) providing for a collective bargaining or other similar arrangement, (3) providing for a joint venture, profit-sharing, partnership, collaboration, co-promotion, commercialization, research, development or other similar agreement, (4)

providing for a royalty, milestone, right of first refusal, option to purchase, option to license or other similar arrangement, (5) providing for the grant or receipt of any license or other similar arrangement, subject to certain exceptions, (6) creating an arrangement or transaction with

TABLE OF CONTENTS

any affiliate or associate of any executive officer or director of Celgene (as such terms are respectively defined in Rule 12b-2 of the Exchange Act) or (7) that would settle or compromise any claim, action or proceeding involving payments by Celgene or its subsidiaries in excess of \$100 million and/or involving certain covered products of Celgene and its subsidiaries specified in Celgene's confidential disclosure schedule delivered to Bristol-Myers Squibb or would impose materially burdensome monitoring or reporting obligations to any other person outside the ordinary course of business or any other material restrictions or liabilities on Celgene and its subsidiaries shall be entered into (unless it is entered into as part of a Celgene permitted settlement), or (B) terminate, renew, extend or in any material respect modify or amend any Celgene material contract, other than in the ordinary course of business (except that no Celgene material contract of the type described clauses (1) through (7) above may be terminated, renewed or extended or in any material respect modified or waived (unless it is entered into as part of a Celgene permitted settlement)) or have any material right or claim thereunder waived, released or assigned;

- voluntarily terminate, suspend, abrogate, amend or modify any material permit in a manner materially adverse to Celgene and its subsidiaries, taken as a whole; except as required by applicable law or Celgene employee benefit plans as in effect as of the date of the merger agreement, (A) grant any change in control, severance or termination pay to (or amend any existing arrangement with) any of their respective directors, officers or employees (including former directors, officers or employees), (B) enter into any employment, deferred compensation or other similar agreement (or any amendment to any such existing agreement) with any of their respective current or former directors, officers or employees, other than offer letters (and related compensation arrangements set forth in such offer letters) with any newly hired directors or employees of Celgene who are not considered to be executive officers (as defined in the Exchange Act) and who are not members of the executive leadership team that are entered into in the ordinary course of business consistent with past practice, (C) establish, adopt or amend any Celgene employee plan or labor agreement, other than in the ordinary course of business consistent with past practice or any immaterial amendment that would not increase the cost to Celgene or any of its subsidiaries of maintaining such Celgene employee plan, or (D) increase the compensation, bonus opportunity or other benefits payable to any of their respective directors, officers or employees (including former directors, officers or employees);
- make any material change in any method of financial accounting or financial accounting principles or practices, except for any such change required by reason of (or, in the reasonable good-faith judgment of Celgene, advisable under) a change in GAAP or Regulation S-X under the Exchange Act, as approved by its independent public accountants;
- (A) make, change or revoke any material tax election, (B) change any annual tax accounting period, (C) adopt or change any material method of tax accounting, (D) enter into any material closing agreement with respect to taxes, (E) settle or surrender or otherwise concede, terminate or resolve any material tax claim, audit, investigation or assessment or (F) file or amend any U.S. federal or other material income tax return; settle or compromise any claim, action, suit, investigation or proceeding involving or against Celgene or any of its subsidiaries (including any action, suit, investigation, or proceeding involving or against any employee, officer or director of Celgene or any of its subsidiaries in their capacities as such), other than any Celgene permitted settlement; or
- agree, commit or propose to do any of the foregoing.

In general, except (i) as required or expressly contemplated by the merger agreement, (ii) as required or prohibited by applicable law or (iii) as set forth in the confidential disclosure schedules delivered by Bristol-Myers Squibb to Celgene concurrently with execution of the merger agreement, unless Celgene otherwise consents (which consent may not be unreasonably withheld, conditioned or delayed), Bristol-Myers Squibb and its subsidiaries are required to use commercially reasonable efforts to conduct their business in all material respects in the ordinary course of business consistent with past practice.

TABLE OF CONTENTS

Without limiting the generality of the foregoing, except (i) as required or expressly contemplated by the merger agreement, (ii) as required or prohibited by applicable law or (iii) as set forth in the confidential disclosure schedule delivered by Bristol-Myers Squibb to Celgene concurrently with the execution of the merger agreement, unless Celgene otherwise consents (which consent may not be unreasonably withheld, conditioned or delayed) each of Bristol-Myers Squibb and its subsidiaries are not permitted to:

- adopt or propose any change to the certificate of incorporation or by-laws of Bristol-Myers Squibb or Merger Sub;
 - (A) merge or consolidate with any other entity, (B) acquire any assets, securities or property, otherwise purchase, lease, license or otherwise enter into a transaction, or (C) agree to do any of the foregoing, in the case of any of (A), (B) or (C), that would reasonably be expected to prevent or delay in any material respect the consummation of the transactions contemplated by the merger agreement;
- adopt a plan of complete or partial liquidation or dissolution with respect to Bristol-Myers Squibb or Merger Sub;
 - split, combine or reclassify any shares of its capital stock (other than transactions (A) solely among Bristol-Myers Squibb and one or more of its wholly-owned subsidiaries or (B) solely among Bristol-Myers Squibb's wholly-owned subsidiaries);
- declare, set aside or pay any dividend or make any other distribution (whether in cash, stock, property or any combination thereof) in respect of any shares of its capital stock or other equity securities, other than (A) in the case of Bristol-Myers Squibb, regular cash dividends in the ordinary course of business consistent with past practice (including with respect to the timing of declaration, and the record and payment dates) in an amount not to exceed \$0.41 per share of Bristol-Myers Squibb common stock per quarter (appropriately adjusted to reflect any stock dividends, subdivisions, splits, combinations or other similar events relating to Bristol-Myers Squibb common stock), or (B) dividends or distributions by a subsidiary of Bristol-Myers Squibb to Bristol-Myers Squibb or a wholly-owned subsidiary of Bristol-Myers Squibb;
 - redeem, repurchase, cancel or otherwise acquire or offer to redeem, repurchase, or otherwise acquire any of its equity securities or any equity securities of any subsidiary of Bristol-Myers Squibb, other than (A) repurchases of shares of Bristol-Myers Squibb common stock at market price, or (B) repurchases of shares of Bristol-Myers Squibb common stock in connection with the exercise of Bristol-Myers Squibb stock options or the vesting or settlement of Bristol-Myers Squibb restricted stock units, market based units, performance share units and other Bristol-Myers Squibb equity awards (including in satisfaction of any amounts required to be deducted or withheld under applicable law), in each case outstanding as of the date of the merger agreement in accordance with the present terms of such Bristol-Myers Squibb equity awards or granted after the date of the merger agreement to the extent permitted by the merger agreement;
- issue, deliver or sell, or authorize the issuance, delivery or sale of, any shares of Bristol-Myers Squibb's capital stock or other equity securities, other than (A) the issuance of any shares of Bristol-Myers Squibb common stock upon the exercise of Bristol-Myers Squibb equity awards or other equity and equity-linked awards that are outstanding on the date of the merger agreement or are granted after the date of the merger agreement, (B) with respect to capital stock or other equity securities of any subsidiary of Bristol-Myers Squibb, in connection with transactions (1) solely among Bristol-Myers Squibb and one or more of its wholly-owned subsidiaries or (2) solely among Bristol-Myers Squibb's wholly-owned subsidiaries, (C) the grant of Bristol-Myers Squibb equity awards or other equity and equity-linked awards to employees, directors or individual independent contractors of Bristol-Myers Squibb or any of its subsidiaries pursuant to Bristol-Myers Squibb's equity compensation plans or (D) in connection with the issuance of Bristol-Myers Squibb common stock required by the merger agreement;
- make any material change in any method of financial accounting or financial accounting principles or practices, except for any such change required by reason of (or, in the reasonable good-faith judgment of Bristol-Myers Squibb, advisable under) a change in GAAP or Regulation S-X of the Exchange Act, as approved by its independent public accountants; or

- agree, commit or propose to do any of the foregoing.

185

TABLE OF CONTENTS

Obligations to Recommend the Adoption of the Merger Agreement and the Approval of the Stock Issuance

As discussed under Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Celgene’s Reasons for the Merger Recommendation of the Celgene Board of Directors that Celgene Stockholders Adopt the Merger Agreement beginning on page 106 of this joint proxy statement/prospectus, the Celgene Board unanimously recommends that Celgene stockholders vote **FOR** the adoption of the merger agreement. The Celgene Board, however, may make an adverse recommendation change under specified circumstances as discussed under —No Solicitation beginning on page 186 of this joint proxy statement/prospectus.

Similarly, as discussed under Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Bristol-Myers Squibb’s Reasons for the Merger Recommendation of the Bristol-Myers Squibb Board of Directors that Bristol-Myers Squibb Stockholders Approve the Stock Issuance beginning on page 110 of this joint proxy statement/prospectus, the BMS Board unanimously recommends that Bristol-Myers Squibb stockholders vote **FOR** the stock issuance. The BMS Board, however, may make an adverse recommendation change under specified circumstances as discussed under —No Solicitation beginning on page 186 of this joint proxy statement/prospectus.

No Solicitation

Subject to the exceptions described in this section, each of Celgene and Bristol-Myers Squibb has agreed not to, and to cause its subsidiaries and its and its subsidiaries directors and officers not to, and to use its reasonable best efforts to cause its and its subsidiaries other employees and agents, investment bankers, attorneys, accountants, consultants, advisors and representatives, not to, directly or indirectly, (i) solicit, initiate or take any action to knowingly facilitate or knowingly encourage (including by way of furnishing information) the submission of any acquisition proposal, (ii) enter into or participate in any discussions or negotiations with, furnish any information relating to that party or any of its subsidiaries or afford access to the business, properties, assets, books or records of that party or any of its subsidiaries to, otherwise cooperate in any way with, or knowingly assist, participate in, knowingly facilitate or knowingly encourage any effort by, any third party that such party knows is seeking to make, or has made, an acquisition proposal, (iii) make an adverse recommendation change, or (iv) take any action to make any moratorium, control share acquisition, fair price, supermajority, affiliate transactions or business combination statute or regulation or other similar antitakeover laws and regulations of the State of Delaware, including Section 203 of the DGCL, inapplicable to any third party or any acquisition proposal.

However, if at any time prior to the adoption of the merger agreement by Celgene stockholders, in the case of Celgene, or at any time prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, in the case of Bristol-Myers Squibb, Celgene or Bristol-Myers Squibb, as applicable, receives a *bona fide* written acquisition proposal made after the date of the merger agreement which has not resulted from a violation of the solicitation restrictions described in the first paragraph of this section (under —No Solicitation), the board of directors of that party is permitted to, directly or indirectly through its representatives, and subject to certain exceptions and qualifications described in the merger agreement:

- contact the third party that has made such acquisition proposal in order to ascertain facts or clarify terms for the sole purpose of the Celgene Board or the BMS Board, as applicable, informing itself about such acquisition proposal and such third party; and
- (A) engage in negotiations or discussions with any third party that has made after the date of the merger agreement a superior proposal (as defined below in this section) or an unsolicited *bona fide* written acquisition proposal that the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its financial advisor and outside legal counsel, is or could reasonably be expected to lead to

a superior proposal, (B) furnish to such third party and its representatives and financing sources nonpublic information relating to Celgene or Bristol-Myers Squibb, as applicable, or any of its subsidiaries pursuant to a confidentiality agreement with confidentiality and use provisions no less favorable and other provisions no less favorable in the aggregate, in each case, to Celgene or Bristol-Myers Squibb, as applicable, than those contained in the confidentiality agreement in place between Celgene and Bristol-Myers Squibb as of the date of the merger agreement, so long as all such nonpublic information (to the extent not previously provided or made available to the other party) is provided or made available to the other party substantially concurrently with the time it is provided or

TABLE OF CONTENTS

made available to such third party and (C) following receipt of a superior proposal after the date of the merger agreement, make an adverse recommendation change and/or terminate the merger agreement to enter into a definitive agreement providing for such superior proposal, but in the case of this clause (C) only if the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its financial advisor and outside legal counsel, that the failure to take such action would be reasonably likely to be inconsistent with its fiduciary duties under applicable law.

In addition, the Celgene Board or the BMS Board, as applicable, is not permitted to take any of the actions described in the bullets described above unless that party has delivered to the other party written notice advising the other party that it intends to take such action. Celgene or Bristol-Myers Squibb, as applicable, shall notify the other party as promptly as practicable (but in no event later than 48 hours) after receipt by the other party (or any of its representatives) of any acquisition proposal or any request for information relating to it or any of its subsidiaries or for access to the business, properties, assets, books or records of it or any of its subsidiaries by any third party that, to the knowledge of such party, is reasonably likely to make or has made any acquisition proposal. Any such notice must be provided in writing and identify the third party making, and the material terms and conditions of, any such acquisition proposal or request. Celgene or Bristol-Myers Squibb, as applicable, must (x) keep the other party reasonably informed, on a reasonably current basis, of any material changes in the status and details of any such acquisition proposal or request and (y) as promptly as practicable (but in no event later than 24 hours after receipt) provide to the other party copies of all material correspondence and written materials sent or provided to Celgene or Bristol-Myers Squibb, as applicable, or any of its subsidiaries that describes any terms or conditions of any acquisition proposal (as well as written summaries of any material oral communications relating to the terms and conditions of any acquisition proposal).

Neither the Celgene Board nor the BMS Board, as applicable, is permitted to make an adverse recommendation change involving or relating to an intervening event (as defined below) unless (i) Celgene or Bristol-Myers Squibb, as applicable, has notified the other party in writing of its intention to take such action, including a reasonably detailed description of the intervening event, (ii) if requested by the other party, Celgene or Bristol-Myers Squibb, as applicable, and its representatives have discussed and negotiated in good faith with such other party and its representatives (to the extent that such other party desires to so negotiate) during the four business day period following such notice regarding any proposal by such other party, to amend the terms of the merger agreement in response to such intervening event, and (iii) after such four business day period, the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its outside legal counsel and taking into account any proposal by the other party to amend the terms of the merger agreement during such four business day period, that the failure to take such action would be reasonably likely to be inconsistent with the board's fiduciary duties under applicable law.

Neither the Celgene Board nor the BMS Board, as applicable, is permitted to (i) make an adverse recommendation change involving or relating to a superior proposal or (ii) terminate the merger agreement to enter into a definitive agreement with respect to a superior proposal unless (A) Celgene or Bristol-Myers Squibb, as applicable, first notifies the other party, in writing at least four business days before taking such action, that Celgene or Bristol-Myers Squibb, as applicable, intends to take such action, attaching the most current version of any proposed contract relating to the superior proposal and identifying the third party(ies) making the superior proposal, (B) if requested by the other party, during such four business day period, Celgene or Bristol-Myers Squibb, as applicable, and its representatives have discussed and negotiated in good faith with the other party (to the extent that the other party desires to so negotiate) regarding any proposal by the other party to amend the terms of the merger agreement in response to such superior proposal and (C) after such four business day period, the Celgene Board or the BMS Board, as applicable, determines in good faith, after consultation with its financial advisor and outside legal counsel and taking into account any proposal by the other party to amend the terms of the merger agreement, that such acquisition proposal continues to constitute a superior proposal and that the failure to take such action would continue to be reasonably likely to be

inconsistent with its fiduciary duties under applicable law. Any amendment to the financial terms or other material terms of any such superior proposal will require a new written notification from Celgene or Bristol-Myers Squibb, as applicable, to the other party and will commence a new notice and negotiation period under the preceding sentence, except that the new notice and negotiation period will be for two business days (as opposed to four business days). After delivery of a notice described in this paragraph, Celgene or Bristol-Myers Squibb, as applicable, is required to keep the other

187

TABLE OF CONTENTS

party reasonably informed on a reasonably current basis of all material developments affecting the material terms of any such superior proposal (and Celgene or Bristol-Myers Squibb, as applicable, shall provide the other party with copies of any additional written materials received that provide for or that are material to such superior proposal).

Both Celgene and Bristol-Myers Squibb have agreed to, and have agreed to cause their subsidiaries to and their and their subsidiaries' directors and officers to, and shall use their reasonable best efforts to cause their and their subsidiaries' other representatives to, cease immediately and cause to be terminated any and all existing activities, discussions or negotiations, if any, with any third party conducted prior to the date of the merger agreement with respect to any acquisition proposal or with respect to any indication, proposal or inquiry that could reasonably be expected to lead to an acquisition proposal and shall use its reasonable best efforts to cause any such party (and any of its representatives) in possession of confidential information about such party or any of its subsidiaries that was furnished by or on behalf of such party to return or destroy all such information.

For purposes of this joint proxy statement/prospectus, acquisition proposal means, with respect to Celgene or Bristol-Myers Squibb as the context so requires, any indication of interest, proposal or offer from any person or group as defined in Section 13(d) of the Exchange Act, other than the other party and its subsidiaries, relating to any (i) direct or indirect acquisition (whether in a single transaction or a series of related transactions) of assets of Celgene or Bristol-Myers Squibb, as applicable, or any of its subsidiaries (including securities of subsidiaries) equal to 20% or more of the consolidated assets of Celgene or Bristol-Myers Squibb, as applicable, or to which 20% or more of the revenues or earnings of that party on a consolidated basis are attributable for the most recent fiscal year in which audited financial statements are then available, (ii) direct or indirect acquisition or issuance (whether in a single transaction or a series of related transactions) of 20% or more of any class of equity or voting securities of Celgene or Bristol-Myers Squibb, as applicable, (iii) tender offer or exchange offer that, if consummated, would result in any person or group beneficially owning 20% or more of any class of equity or voting securities of Celgene or Bristol-Myers Squibb, as applicable, or (iv) merger, consolidation, share exchange, business combination, joint venture, reorganization, recapitalization, liquidation, dissolution or similar transaction or series of related transactions involving Celgene or Bristol-Myers Squibb, as applicable, or any of its subsidiaries, under which any person or group or, in the case of clause (B), the stockholders or equityholders of any person or group would, directly or indirectly, (A) acquire assets equal to 20% or more of the consolidated assets of Celgene or Bristol-Myers Squibb, as applicable, or to which 20% or more of the revenues or earnings of that party on a consolidated basis are attributable for the most recent fiscal year in which audited financial statements are then available, or (B) immediately after giving effect to such transaction(s), beneficially own 20% or more of any class of equity or voting securities of that party or the surviving or resulting entity in such transaction(s).

For purposes of this joint proxy statement/prospectus, intervening event means, with respect to Celgene or Bristol-Myers Squibb as the context so requires, any material event, fact, change, effect, development or occurrence that (i) was not known, or the material consequences of which were not known, in each case to the Celgene Board or the BMS Board, as applicable, as of or prior to the date of the merger agreement and (ii) does not relate to or involve any acquisition proposal.

For purposes of this joint proxy statement/prospectus, superior proposal means, with respect to Celgene or Bristol-Myers Squibb as the context so requires, any *bona fide*, written acquisition proposal which has not resulted from a violation of the solicitation restrictions described in the first paragraph of this section (under —No Solicitation) (with all references to 20% in the definition of acquisition proposal being deemed to be references to 50%) on terms that such party's board of directors determines in good faith, after consultation with its financial advisor and outside legal counsel, and taking into account all the terms and conditions of the acquisition proposal that such party's board of directors considers to be appropriate (including the identity of the third party making the acquisition proposal and the expected timing and likelihood of consummation, any governmental or other approval requirements (including divestitures and entry into other commitments and limitations), break-up fees, expense reimbursement provisions,

conditions to consummation and the availability of necessary financing (including, if a cash transaction (in whole or in part), the availability of such funds and the nature, terms and conditionality of any committed financing), would result in a transaction (i) that, if completed, is more favorable to that party's stockholders from a financial point of view than the merger (taking into account

188

TABLE OF CONTENTS

any proposal by the other party to amend the terms of the merger agreement), and (ii) that is reasonably capable of being completed on the terms proposed, taking into account the identity of the person making the acquisition proposal, any approval requirements and all other financial, regulatory, legal and other aspects of such acquisition proposal.

Reasonable Best Efforts Covenant

Celgene and Bristol-Myers Squibb have agreed to use their respective reasonable best efforts to take, or cause to be taken, all actions and to do, or cause to be done, all things necessary, proper or advisable under applicable law to complete the merger as promptly as practicable, including (i) preparing and filing as promptly as practicable with any governmental authority or other third party all documentation to effect all filings necessary to complete the merger, (ii) using reasonable best efforts to obtain, as promptly as practicable, and thereafter maintain, all consents required to be obtained from any governmental authority or other third party that are necessary, proper or advisable to consummate the merger, and complying with the terms and conditions of each consent and (iii) cooperating, to the extent reasonable, with the other parties to the merger agreement in their efforts to comply with their obligations under the merger agreement, including in seeking to obtain as promptly as practicable any required consents.

Celgene's and Bristol-Myers Squibb's obligation to use their reasonable best efforts also includes contesting (which includes contesting by litigation) any (i) action, suit, investigation or proceeding brought by any governmental authority in a court of competent jurisdiction seeking to enjoin, restrain, prevent, prohibit or make illegal completion of the merger or any of the other transactions contemplated by the merger agreement or seeking damages or to impose any terms or conditions in connection with the merger or any of the other transactions contemplated by the merger agreement, or (ii) order, writ, decree, judgment, award, injunction, ruling, settlement or stipulation issued, promulgated, made, rendered or entered into by or with any governmental authority or arbitrator in a court of competent jurisdiction that enjoins, restrains, prevents, prohibits or makes illegal completion of the merger or any of the other transactions contemplated by the merger agreement or imposes any damages, terms or conditions in connection with the merger or any of the other transactions contemplated by the merger agreement. Bristol-Myers Squibb's obligation to use its reasonable best efforts includes taking and agreeing to take all actions and doing or agreeing to do all things necessary, proper or advisable under applicable law (including divestitures, hold separate arrangements, the termination, assignment, novation or modification of contracts (or portions thereof) or other business relationships, the acceptance of restrictions on business operations and the entry into other commitments and limitations) to complete the merger. However, Bristol-Myers Squibb is not required to take any action or agree to any term, condition or limitation if doing so would have or would reasonably be expected to have, individually or in the aggregate, a material adverse effect on the financial condition, business or results of operations of Celgene, Bristol-Myers Squibb and their respective subsidiaries, taken as a whole, after giving effect to the completion of the merger. In addition, in connection with obtaining the regulatory approvals required to complete the merger, (A) neither Bristol-Myers Squibb nor Celgene is required to take any action or agree to any term or condition that is not conditioned upon completion of the merger and (B) Celgene is not permitted to take any action or agree to any term or condition without Bristol-Myers Squibb's consent, but if requested by Bristol-Myers Squibb, Celgene is required to take any such action to obtain regulatory approvals required to complete the merger subject to the immediately preceding clause (A).

Bristol-Myers Squibb is entitled to direct, devise and implement the strategy for obtaining any necessary approval of, for responding to any request from, inquiry or investigation by (including directing the timing, nature and substance of all such responses), and has the right to lead all meetings and communications (including any negotiations) with, any governmental authority of competent jurisdiction that has authority to enforce any antitrust law and control the defense and settlement of any litigation, action, suit, investigation or proceeding brought by or before any governmental authority of competent jurisdiction that has authority to enforce any antitrust law. Bristol-Myers Squibb is required to consult with Celgene in a reasonable manner and to consider in good faith the views and comments of Celgene in connection with the foregoing.

TABLE OF CONTENTS

CVR Agreement

At or prior to the effective time of the merger, Bristol-Myers Squibb is required to execute, deliver, and is required to cause the CVR trustee to execute and deliver, the CVR agreement, subject to any changes to the CVR agreement that are requested by the CVR trustee and approved prior to the completion of the merger by Bristol-Myers Squibb and Celgene (which approval, in the case of Celgene, may not be unreasonably withheld, conditioned or delayed).

Abraxis CVR Agreement

Prior to the effective time of the merger, Celgene is required to use commercially reasonable efforts to (i) provide or cause to be provided to the American Stock Transfer & Trust Company, LLC, the trustee under Celgene's existing Contingent Value Rights Agreement, dated as of October 15, 2010, which is referred to in this joint proxy statement/prospectus as the Abraxis CVR agreement, any certificate, notice, legal opinion or other documentation and (ii) take or cause to be taken such other actions, in the case of each of clause (i) and (ii), to the extent required under the Abraxis CVR agreement in connection with the merger agreement and the transactions contemplated therein, including the merger. Bristol-Myers Squibb and its legal counsel will be given a reasonable opportunity to review and comment on any such notice, certificate, legal opinion or other documentation and be consulted with in connection with the taking of any such action, in each case before such notice, certificate, legal opinion or other documentation is provided to the American Stock Transfer & Trust Company, LLC or such action is taken, and Celgene will give reasonable and good faith consideration to any comments made and other input provided by Bristol-Myers Squibb and its counsel.

Financing

Debt Financing

Each of Bristol-Myers Squibb and Merger Sub shall, and shall cause their respective subsidiaries to, use reasonable best efforts to take, or shall use reasonable best efforts to cause to be taken, all actions and to do, or cause to be done, all things necessary to obtain the debt financing for the merger, which is referred to in this joint proxy statement/prospectus as the debt financing, including (i) using reasonable best efforts to (A) maintain in effect the debt commitment letter, and in all material respects comply with all of their respective obligations under the debt commitment letter and (B) negotiate, enter into and deliver definitive agreements with respect thereto on the terms and conditions not less favorable in the aggregate to Bristol-Myers Squibb than those contained in the debt commitment letter prior to the completion of the merger, and (ii) using reasonable best efforts to satisfy (or if determined advisable by Bristol-Myers Squibb, obtain the waiver of) on a timely basis all conditions to obtaining the debt financing within Bristol-Myers Squibb's (or its subsidiary's) control and to comply with all of its obligations pursuant to the debt commitment letter and any other debt commitment letter executed in accordance with the merger agreement, each as replaced, amended, supplemented, modified or waived in accordance with the terms of the merger agreement, which are referred to in this joint proxy statement/prospectus as the debt commitment letters, or other related definitive agreements to the extent the failure to comply with such obligations would adversely impact the timing of the completion of the merger or the availability at the completion of the merger of sufficient aggregate proceeds of the debt financing to complete the transactions contemplated by the merger agreement. In the event that all conditions to funding the commitments contained in the debt commitment letters have been satisfied, each of Bristol-Myers Squibb and Merger Sub shall (and shall cause their respective subsidiaries to) use reasonable best efforts to cause the financing sources to fund the debt financing required to complete the merger and related transaction contemplated by the merger agreement and to pay related fees and expenses at completion of the merger. Bristol-Myers Squibb shall use its reasonable best efforts to enforce all of its rights under the debt commitment letters. Bristol-Myers Squibb and/or Merger Sub shall pay, or cause to be paid, as the same shall become due and payable, all fees and other amounts under the debt commitment letters.

In the event that any portion of the debt financing becomes unavailable and such portion is necessary to consummate the transactions contemplated by the merger agreement, subject to customary exceptions set forth in the debt commitment letters, Bristol-Myers Squibb and Merger Sub shall (i) use their reasonable best efforts to obtain, as promptly as practicable following the occurrence of such event, alternative debt financing for any such portion from alternative debt sources on terms and conditions, taken as a whole, no less favorable to Bristol-Myers Squibb and Merger Sub than the terms and conditions set forth in the debt commitment letter and

TABLE OF CONTENTS

in an amount sufficient to complete the merger, which is referred to in this joint proxy statement/prospectus as alternative debt financing, and (ii) promptly notify Celgene of such unavailability and the reason for such unavailability. If obtained, Bristol-Myers Squibb shall deliver to Celgene true and complete copies of all commitment letters and other definitive agreements pursuant to which any such alternative debt financing source shall have committed to provide Bristol-Myers Squibb or the surviving corporation with alternative debt financing.

Bristol-Myers Squibb and Merger Sub shall not, without Celgene's prior written consent (not to be unreasonably withheld, conditioned or delayed), permit any amendment, modification to, or any waiver of any provision or remedy under, any debt commitment letter or any definitive agreement related thereto unless the terms of such debt commitment letter or definitive agreement related thereto, in each case as so amended, modified or waived, are substantially similar to those in such debt commitment letter or definitive agreement related thereto, prior to giving effect to such amendment, modification or waiver (other than economic terms, which shall be as good as or better for Bristol-Myers Squibb and Merger Sub than those in the debt commitment letter or definitive agreement related thereto prior to giving effect to such amendment, modification or waiver); provided that, in the case of amendments or modifications or waivers of the debt commitment letter or any definitive agreement related thereto, the foregoing will only apply if such amendment, modification or waiver would not reasonably be expected to (i) (A) add additional conditions precedent that would adversely affect the ability or likelihood of Bristol-Myers Squibb or Merger Sub timely completing the merger or (B) make the timely funding of the debt financing or the satisfaction of the conditions to obtaining the debt financing materially less likely to occur, (ii) reduce the aggregate amount of the debt financing or (iii) materially and adversely affect the ability of Bristol-Myers Squibb to enforce its rights against other parties to the debt commitment letters or the definitive agreements related thereto, it being understood and agreed that in any event, Bristol-Myers Squibb may amend any of the debt commitment letters or any definitive agreement relating thereto to add lenders, arrangers, bookrunners, agents, managers or similar entities that have not executed such debt commitment letters as of such time and consent to the assignment of lending commitments under the debt commitment letters to other lenders.

Bristol-Myers Squibb shall provide Celgene with prompt written notice of the receipt of any notice or other communication from any financing source with respect to such financing source's failure or anticipated failure to fund its commitments under any debt commitment letter or definitive agreement in connection therewith in a manner that would reasonable be expected to render it unable to consummate the merger. Bristol-Myers Squibb has also agreed to keep Celgene reasonably informed on a reasonably current basis of the status of its efforts to obtain the debt financing for the merger, including providing copies of any amendment, modification or replacement of the debt commitment letter. Bristol-Myers Squibb shall give Celgene prompt notice of, among other things, any (i) material breach or material default by any party to the debt commitment letters or any of the related definitive agreements of which Bristol-Myers Squibb obtains knowledge, (ii) any actual or to the knowledge of Bristol-Myers Squibb, threatened termination of the debt commitment letters or any of the related definitive agreements or (iii) any material dispute or disagreement between or among any parties to any of the debt commitment letters or such related definitive agreements with respect to the obligations to fund the debt financing or the amount of the debt financing to be funded at the completion of the merger.

Notwithstanding anything contained in the merger agreement, Bristol-Myers Squibb has expressly acknowledged and agreed that Celgene's and Merger Sub's obligations under the merger agreement are not conditioned in any manner upon Bristol-Myers Squibb or Merger Sub obtaining any financing.

Cooperation of Celgene

Prior to the completion of the merger, Celgene has agreed to use (and cause its subsidiaries to use) commercially reasonable efforts to provide customary cooperation as may be reasonably requested by Bristol-Myers Squibb in writing to assist Bristol-Myers Squibb in arranging, obtaining or syndicating the debt financing (including any

permanent financing referred to in the debt commitment letters) (provided that requested cooperation does not unreasonably interfere with the ongoing business or operations of Celgene and its subsidiaries), including using commercially reasonable efforts to:

- reasonably cooperate with the marketing efforts or due diligence efforts of Bristol-Myers Squibb or the financing sources, in each case, in connection with the debt financing, including using commercially reasonable efforts to cause members of management with appropriate seniority and expertise to participate in a reasonable number of meetings, due diligence sessions, rating agency sessions and road shows, at times and at locations reasonably acceptable to Celgene and upon reasonable notice;

TABLE OF CONTENTS

- reasonably assist Bristol-Myers Squibb in preparing customary offering memoranda, rating agency presentations, lender and investor presentations, confidential information memoranda, private placement memoranda, prospectuses and other similar documents for the debt financing, and as promptly as practicable provide historical financial and other customary information relating to Celgene to Bristol-Myers Squibb and the financing sources to the extent reasonably requested by Bristol-Myers Squibb, including delivering and consenting to the inclusion or incorporation in any SEC filing related to the debt financing or any alternative financing of (A) audited consolidated balance sheets and related audited consolidated statements of income, comprehensive income, stockholders' equity and cash flows of Celgene for each of the three fiscal years most
- recently ended more than 60 days prior to the closing date of the merger (and audit reports for such financial statements shall not be subject to any going concern qualifications), (B) unaudited consolidated balance sheets and related unaudited consolidated statements of income, comprehensive income and cash flows of Celgene for each subsequent fiscal quarter ended more than 45 days prior to the closing date of the merger and (C) all other historical financial and other customary information regarding Celgene reasonably necessary to permit Bristol-Myers Squibb to prepare pro forma financial statements customary for the bank financing and the debt securities offering contemplated by the debt financing or any alternative financing (provided, that, without limiting the foregoing, Celgene shall not be required to prepare any pro forma financial information or projections, which shall be the sole responsibility of Bristol-Myers Squibb); promptly, and in any event at least four business days prior to the closing date of the merger, provide to Bristol-Myers Squibb and the financing sources all documentation and other information about Celgene and its subsidiaries required by the financing sources or regulatory authorities with respect to the debt financing
 - under applicable know your customer and anti-money laundering rules and regulations, including the USA PATRIOT Act of 2001 that is required under any debt commitment letter or any definitive agreement related to the debt financing to the extent such documentation and other information is requested in writing to Celgene at least ten business days prior to the closing date of the merger;
 - in connection with any securities offering contemplated as part of the debt financing or any alternative debt financing, (A) obtain customary comfort letters from Celgene's independent public accounting firm, (B) cause Celgene's independent public accounting firm to consent to the inclusion or incorporation of their audit reports with respect to the financial statements of Celgene in any registration statement of Bristol-Myers Squibb with the SEC or any prospectus, offering memoranda, private placement memoranda, marketing material or similar documentation, including by providing customary representation letters and (C) cause Celgene's independent public accounting firm to cooperate with Bristol-Myers Squibb and its representatives, including by participating in accounting due diligence sessions at times and at locations reasonably acceptable to Celgene and its independent public accounting firm and upon reasonable notice;
 - subject to customary confidentiality provisions and disclaimers, provide customary authorization letters to the financing sources authorizing the distribution of information to prospective lenders or investors;
 - (A) deliver notices of prepayment and/or notices for termination of commitments within the time periods required by Celgene's existing credit agreement and obtain customary payoff letters and if applicable, instruments of discharge to be delivered at the closing of the merger to allow for the payoff, discharge and termination in full on the closing date of the merger of Celgene's existing credit agreement; provided that any such notice or payoff letter shall be expressly conditioned on the completion of the merger and (B) assist Bristol-Myers Squibb in delivering, on the closing date of the merger, the supplemental indentures and officers' certificates required to be delivered under Celgene's indentures;
 - provide information concerning Celgene and its subsidiaries reasonably necessary for the completion of the definitive documentation for the debt financing;
 - provide or cause to be provided any customary certificates, or other customary closing documents as may reasonably be requested in connection with the debt financing and any alternative debt financing; and

TABLE OF CONTENTS

consent to the use of the trademarks, service marks and logos of Celgene or any of its subsidiaries in connection with the debt financing, provided that such trademarks, service marks and logos are used solely in a manner that is not intended to or is reasonably likely to harm or disparage Celgene or its subsidiaries or the reputation or goodwill of Celgene or any of its subsidiaries.

Prior to the completion of the merger, Bristol-Myers Squibb or one of its subsidiaries may (A) commence any of the following: (1) one or more offers to purchase any or all of the outstanding debt issued under Celgene's indentures for cash, which is referred to in this joint proxy statement/prospectus as offers to purchase; or (2) one or more offers to exchange any or all of the outstanding debt issued under Celgene's indentures for securities issued by Bristol-Myers Squibb, which is referred to in this joint proxy statement/prospectus as the offers to exchange; and (B) solicit the consent of the holders of debt issued under Celgene's indentures regarding certain proposed amendments to the applicable indentures, which is referred to in this joint proxy statement/prospectus as the consent solicitations and, when referred to together with the offers to purchase and offers to exchange, is referred to in this joint proxy statement/prospectus as the Celgene note offers and consent solicitations; provided that the closing of any such transaction shall not be consummated until the closing of the merger and any such transaction shall be funded using consideration provided by Bristol-Myers Squibb. Any Celgene note offers and consent solicitations shall be made on terms and conditions as are proposed by Bristol-Myers Squibb and which are permitted by the terms of the applicable indenture and applicable laws, including SEC rules and regulations.

Bristol-Myers Squibb shall consult with Celgene regarding the material terms and conditions of any Celgene note offers and consent solicitations, including the timing and commencement of any Celgene note offers and consent solicitations and any tender deadlines. Bristol-Myers Squibb has agreed to provide Celgene with the necessary offer to purchase, offer to exchange, consent solicitation statement, letter of transmittal, press release, if any, in connection therewith, and each other document relevant to the transaction that will be distributed by Bristol-Myers Squibb in the applicable Celgene note offers and consent solicitations, which is referred to in this joint proxy statement/prospectus as debt offer documents, a reasonable period of time in advance of commencing the applicable Celgene note offers and consent solicitations to allow Celgene and its counsel to review and comment on such debt offer documents. Bristol-Myers Squibb has agreed to give reasonable and good faith consideration to any comments made or input provided by Celgene and its legal counsel. Subject to the receipt of the requisite holder consents, in connection with any or all of the consent solicitations, Celgene shall execute a supplemental indenture to the applicable indenture in accordance with the terms thereof amending the terms and provisions of such indenture as described in the applicable debt offer documents in a form reasonably requested by Bristol-Myers Squibb, which is referred to in this joint proxy statement/prospectus as a Celgene supplemental indenture; provided that each such Celgene supplemental indenture shall not become effective until the consummation of the merger.

Celgene shall, and shall cause each of its subsidiaries to, and shall use commercially reasonable efforts to cause its and their representatives to, provide all reasonable and customary cooperation as may be reasonably requested by Bristol-Myers Squibb in writing to assist Bristol-Myers Squibb in connection with any Celgene note offers and consent solicitations (including, but not limited to, upon Bristol-Myers Squibb's written request, using commercially reasonable efforts to cause Celgene's independent accountants to provide customary consents for use of their reports to the extent required in connection with any Celgene note offers and consent solicitations) (provided that such requested cooperation does not unreasonably interfere with the ongoing business or operations of Celgene and its subsidiaries); provided that neither Celgene nor its legal counsel will be required to furnish any certificates, legal opinions or negative assurance letters in connection with any Celgene note offers and consent solicitations (other than in connection with the execution of any Celgene supplemental indenture relating to the consent solicitations, with respect to which Celgene shall deliver customary officer's certificates and use commercially reasonable efforts to cause counsel for Celgene to deliver customary legal opinions to the trustee under the applicable Celgene indenture in the form required by the indenture or execute any other instruments or agreements in connection therewith).

The dealer manager, solicitation agent, information agent, depositary or other agent retained in connection with any Celgene note offers and consent solicitations will be selected and retained by Bristol-Myers Squibb and their fees and out-of-pocket expenses will be paid directly by Bristol-Myers Squibb. If, at any time prior to the completion of the Celgene note offers and consent solicitations, Celgene or any of its subsidiaries, on the one hand, or Bristol-Myers Squibb or any of its subsidiaries, on the other hand, discovers any information that should be set forth in an amendment or supplement to the debt offer documents, so that the debt offer documents shall

TABLE OF CONTENTS

not contain any untrue statement of a material fact or omit to state any material fact required to be stated therein or necessary in order to make the statements therein, in light of circumstances under which they are made, not misleading, the party that discovers such information shall use commercially reasonable efforts to promptly notify the other party, and an appropriate amendment or supplement prepared by Bristol-Myers Squibb describing such information shall be disseminated to the holders of the applicable notes, debentures or other debt securities of Celgene outstanding under the applicable Celgene indenture. The consummation of any or all of the Celgene note offers and consent solicitations is not a condition to completion of the merger.

Obligations to Call Stockholders Meetings

Promptly after the effectiveness of the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, each of Celgene and Bristol-Myers Squibb has agreed to, in consultation with the other party, establish a record date for, duly call and give notice of a meeting of its stockholders, at which Celgene will seek the vote of its stockholders required to adopt the merger agreement, and Bristol-Myers Squibb will seek the vote of its stockholders required to approve the stock issuance. The record date for the meeting of Celgene stockholders and for the meeting of Bristol-Myers Squibb stockholders must be the same.

In addition, promptly after the effectiveness of the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, each of Celgene and Bristol-Myers Squibb is required to cause this joint proxy statement/prospective to be mailed to its stockholders and duly convene and hold the meeting of its stockholders. The meeting of Celgene stockholders and the meeting of Bristol-Myers Squibb stockholders must be held no later than 40 days after the record date for each such meeting, subject to the adjournments, postponements and extensions thereof described in the following paragraphs of this section, and each of Celgene and Bristol-Myers Squibb must reasonably cooperate and use commercially reasonable efforts to cause the date and time of the meeting of the Celgene stockholders and the Bristol-Myers Squibb stockholders to be held within a single period of 24 consecutive hours. Subject to the rights of the Celgene Board and the BMS Board, as applicable, to make an adverse recommendation change, as discussed under —No Solicitation beginning on page 186 of this joint proxy statement/prospectus, each of Celgene and Bristol-Myers Squibb has agreed to use its reasonable best efforts to cause the applicable approvals of its stockholders in connection with the merger to be obtained at the meeting of its stockholders and will comply with all legal requirements applicable to such meeting.

Neither Celgene nor Bristol-Myers Squibb may adjourn, postpone or otherwise delay the meeting of its stockholders without the prior written consent of the other party. However, either Celgene or Bristol-Myers Squibb may, without the prior written consent of the other party, adjourn or postpone the meeting of its stockholders (i) if, after consultation with the other party, it believes in good faith that such adjournment or postponement is reasonably necessary to allow reasonable additional time to (A) solicit additional proxies necessary to obtain the required vote of its stockholders in connection with the merger or the stock issuance, as applicable, at such meeting, or (B) distribute any supplement or amendment to this joint proxy statement/prospectus that its board of directors has determined in good faith after consultation with outside legal counsel is necessary under applicable law and for such supplement or amendment to be reviewed by its stockholders prior to such meeting, (ii) for an absence of a quorum or (iii) if the stockholder meeting of the other party has been adjourned or postponed, to the extent necessary to enable such stockholder meeting to be held within a single period of 24 consecutive hours. A party may not adjourn or postpone a meeting of its stockholder more than a total of three times to solicit additional proxies or for the absence of a quorum without the prior written consent of the other party, and no adjournment or postponement for the purposes described in this sentence may exceed a period of ten business days without the prior written consent of the other party.

In addition, the Bristol-Myers Squibb stockholder meeting to approve the stock issuance may, in the discretion of Bristol-Myers Squibb, also constitute its annual meeting of stockholders, so long as doing so would not delay the stockholder meeting to approve the stock issuance by more than 15 business days and such annual meeting of

stockholders does not contain any matter to be voted on that is not customarily submitted to a vote of stockholders at an annual meeting involving only an uncontested election of directors and other routine matters.

Proxy Statement and Registration Statement Covenant

As promptly as practicable following the date of the merger agreement, (i) Celgene and Bristol-Myers Squibb have agreed to jointly prepare and file with the SEC this joint proxy statement/prospectus, and (ii) Bristol-Myers Squibb has agreed to prepare and file with the SEC a registration statement on Form S-4 of which this joint

TABLE OF CONTENTS

proxy statement/prospectus forms a part. Each of Celgene and Bristol-Myers Squibb has agreed to use its reasonable best efforts to have this joint proxy statement/prospectus cleared by the SEC as promptly as practicable after its filing, and Bristol-Myers Squibb has agreed to use its reasonable best efforts to have the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, declared effective under the Securities Act as promptly as practicable after its filing and keep the registration statement effective for so long as is necessary to complete the merger and, if required by law, to have the CVR agreement become qualified under the Trust Indenture Act. Each of Celgene and Bristol-Myers Squibb will, as promptly as practicable after the receipt thereof, provide the other party with copies of any written comments and advise the other party of any oral comments with respect to this joint proxy statement/prospectus or the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, received by such party from the SEC, and provide the other with copies of all substantive correspondence between it and its representatives, on the one hand, and the SEC, on the other hand. Prior to filing the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, mailing this joint proxy statement/prospectus or responding to any comments of the SEC with respect thereto, each of Celgene and Bristol-Myers Squibb will provide the other party and its counsel a reasonable opportunity to review such document or response and consider in good faith the comments of the other party in connection with any such document or response.

Each of Celgene and Bristol-Myers Squibb have agreed to use its reasonable best efforts to take any other action required to be taken by it under the Securities Act, the Exchange Act, the DGCL and the rules of the NYSE and Nasdaq in connection with the filing and distribution of this joint proxy statement/prospectus and registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, and the solicitation of proxies from their respective stockholders.

Bristol-Myers Squibb has agreed to use its reasonable best efforts to take, or cause to be taken, all actions, and to do or cause to be done all things, necessary, proper or advisable under applicable laws and the rules and policies of the NYSE and the SEC to enable the listing of the Bristol-Myers Squibb common stock and the CVRs being registered pursuant to the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, on the NYSE no later than the closing date of the merger, subject to official notice of issuance. Bristol-Myers Squibb has also agreed to use its reasonable best efforts to obtain all necessary state securities law or blue sky permits and approvals required to carry out the transactions contemplated by the merger agreement.

Each of Celgene and Bristol-Myers Squibb has agreed to furnish to the other party all information concerning itself, its subsidiaries, directors, officers and (to the extent reasonably available to the applicable party) stockholders and such other matters as may be reasonably necessary or advisable in connection with any statement, filing, notice or application made by or on behalf of Celgene, Bristol-Myers Squibb or any of their respective subsidiaries, to the SEC or the NYSE in connection with the merger and the other transactions contemplated by this Agreement, including the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, and this joint proxy statement/prospectus. In addition, both Celgene and Bristol-Myers Squibb have agreed to use their reasonable best efforts to provide information necessary to enable the other party to prepare required pro forma financial statements and related footnotes in connection with the preparation of the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, and/or this joint proxy statement/prospectus.

If at any time prior to the adoption of the merger agreement by Celgene's stockholders and the approval of the stock issuance by Bristol-Myers Squibb's stockholders, any information relating to Celgene or Bristol-Myers Squibb, or any of their respective affiliates, officers or directors, is discovered by Celgene or Bristol-Myers Squibb that should be set forth in an amendment or supplement to either this joint proxy statement/prospectus or the registration statement on Form S-4, of which it forms a part, so that either of such documents would not include any misstatement of a material fact or omit to state any material fact necessary to make the statements therein, in light of the circumstances under which they were made, not misleading, the party that discovers such information has agreed to promptly notify the

other parties to the merger agreement and the parties have agreed that an appropriate amendment or supplement describing such information will be promptly prepared and filed with the SEC and, to the extent required under applicable law, disseminated to the stockholders of Celgene and Bristol-Myers Squibb.

TABLE OF CONTENTS**Indemnification and Insurance**

The merger agreement provides that, for a period of not less than six years from and after the effective time of the merger, Bristol-Myers Squibb will cause Celgene, as the surviving corporation in the merger, or any applicable subsidiary of Celgene to, to the fullest extent authorized or permitted by applicable law to: (i) indemnify and hold harmless each person who is or was previously a director or officer of Celgene or any of its subsidiaries or, at the request of or for the benefit of Celgene or any of its subsidiaries, as a director, trustee or officer of any other entity or any benefit plan maintained by Celgene or any of its subsidiaries, which individuals are collectively referred to in this joint proxy statement/prospectus as the indemnified parties, from and against any threatened, asserted, pending or completed claim, action, suit, proceeding, inquiry or investigation, whether instituted by any party to the merger agreement, any governmental authority of competent jurisdiction or any other person, whether civil, criminal, administrative, investigative or other, including any arbitration or other alternative dispute resolution mechanism, arising out of or pertaining to matters that relate to such person's duties or service (A) as a director or officer of Celgene or any of its subsidiaries at or prior to the effective time of the merger or (B) as a director, trustee or officer of any other entity or any benefit plan maintained by Celgene or any of its subsidiaries for which such person is or was serving at the request or for the benefit of Celgene or any of its subsidiaries at or prior to the effective time of the merger, which are collectively referred to in this joint proxy statement/prospectus as D&O claims, and any losses, claims, damages, liabilities, claim expenses (reasonable out-of-pocket attorneys' fees and all other reasonable out-of-pocket costs, expenses and obligations), judgments, fines, penalties and amounts paid in settlement (including all interest, assessments and other charges paid or payable in connection with or in respect of any thereof) relating to or resulting from such D&O claims and (ii) promptly advance to such indemnified party any claim expenses incurred in defending, serving as a witness with respect to or otherwise participating with respect to any D&O claim in advance of the final disposition of such claim, including payment on behalf of or advancement to the indemnified party of any claim expenses incurred by the indemnified party in connection with enforcing any rights with respect to such indemnification and/or advancement, in each case without the requirement of any bond or other security, but subject to indemnified party's receipt of a written undertaking by or on behalf of such indemnified party to repay such claim expenses if it is ultimately determined under applicable law that such indemnified party is not entitled to be indemnified.

The merger agreement provides that the organizational documents of Celgene must contain provisions no less favorable with respect to indemnification and limitations on liability of directors and officers than were set forth in the organizational documents of Celgene as of the date of the merger agreement for a period of six years after the effective time of the merger. Such provisions may not be amended, repealed or otherwise modified for a period of six years after completion of the subsequent merger in any manner that would adversely affect the rights thereunder of individuals who, at or prior to the effective time of the merger, were directors, officers or trustees of Celgene or any of its subsidiaries, as applicable, except to the extent required by applicable law.

The merger agreement provides that, at Celgene's option and expense, prior to the effective time of the merger, Celgene may purchase a six year tail insurance policy of at least the same coverage and amounts and containing terms and conditions that are no less favorable to the covered individuals as Celgene's and its subsidiaries' existing directors and officers' insurance policy or policies with a claims period of six years from the date of the effective time of the merger for D&O claims arising from facts, acts, events or omissions that occurred on or prior to the effective time of the merger. However, the premium for such tail policy may not exceed 300% of the aggregate annual amounts currently paid by Celgene for such insurance existing as of the date of the merger agreement. If Celgene fails to obtain such tail policy prior to the effective time of the merger, Bristol-Myers Squibb or Celgene must obtain such a tail policy after the effective time of the merger. However, the premium for such a tail policy may not exceed the maximum premium referred to in the immediately preceding sentence and if such a tail policy cannot be obtained or can be obtained only by paying aggregate annual premiums in excess of such maximum premium, Bristol-Myers Squibb, Celgene or Celgene as the surviving corporation is required only to obtain as much coverage as can be

obtained by paying an annual premium equal to such maximum premium. Bristol-Myers Squibb and the surviving corporation must cause any such policy (whether obtained by Bristol-Myers Squibb, Celgene or Celgene as the surviving corporation) to be maintained in full force and effect, for its full term, and Bristol-Myers Squibb has agreed to cause Celgene as the surviving corporation to honor all its obligations thereunder.

TABLE OF CONTENTS**Employee Matters**

At the effective time of the merger through the one year anniversary thereof, which is referred to in this joint proxy statement/prospectus as the compensation continuation period, Celgene (as the surviving corporation in the merger) shall provide, and Bristol-Myers Squibb shall cause Celgene to provide, to each individual who is employed by Celgene and its subsidiaries immediately prior to the completion of the merger, while such individual continues to be employed by Celgene as the surviving corporation, Bristol-Myers Squibb or any of their subsidiaries during the compensation continuation period, which such individuals are referred to in this joint proxy statement/prospectus as the affected employees, (i) a base salary or wage rate that is not less than the base salary or wage rate provided to such affected employee immediately prior to the completion of the merger, (ii) cash incentive compensation (including bonus opportunity and other cash incentive compensation opportunities) and equity incentive compensation no less favorable in the aggregate than the cash incentive compensation (including bonus opportunity and other cash incentive compensation opportunities) and equity incentive compensation provided to such affected employee immediately prior to the completion of the merger, and (iii) severance benefits in amounts and on terms and conditions that are no less favorable than those provided to the affected employees immediately prior to the completion of the merger. From the closing date through December 31, 2019, affected employees shall be provided with employee benefits substantially similar in the aggregate as the employee benefits provided to such affected employee under the Celgene employee plans immediately prior to the completion of the merger; provided that, for purposes of determining that such employee benefits are no less favorable in the aggregate, defined benefit pension plan benefits, retention or change in control payments or awards provided by Celgene or any of its subsidiaries prior to the effective time of the merger shall not be taken into account.

With respect to any employee benefit plan in which any affected employee first becomes eligible to participate on or after the effective time of the merger, Bristol-Myers Squibb will use commercially reasonable efforts to: (i) waive all pre-existing conditions, exclusions and waiting periods with respect to participation and coverage requirements applicable to such affected employee with respect to a new health plan, and (ii) if applicable, cause to be credited, in any new health plan in which affected employees participate, any deductibles or out-of-pocket expenses incurred by such affected employee and their beneficiaries and dependents during the portion of the calendar year in which the effective time of the merger occurs prior to such affected employee's commencement of participation in such new health plan with the objective that there be no double counting during the year in which the completion of the effective time of the merger occurs of such deductibles or out-of-pocket expenses. Bristol-Myers Squibb will recognize service of affected employees (to the extent credited by Celgene or its subsidiaries) accrued prior to the effective time of the merger for all purposes under (but not for the purposes of benefit accrual under any defined benefit pension plan) any new benefit plan in which such affected employees may be eligible to participate after the effective time of the merger; provided, however, that in no event shall any credit be given to the extent it would result in the duplication of benefits for the same period of service.

With respect to specified Celgene annual cash incentive plans, which are referred to in this joint proxy statement/prospectus as annual incentive plans, Bristol-Myers Squibb shall, or shall cause Celgene as the surviving corporation, to provide each participant in the annual incentive plan, who are each referred to in this joint proxy statement/prospectus as an incentive plan participant, who remains employed with Celgene, as the surviving corporation in the merger, through the end of the year during which the effective time of the merger occurs, with an annual cash incentive award for the year during which the effective time of the merger occurs, the amount of which shall be determined as the product of (i) the sum of the following: (A) a pro-rated portion of the bonus with respect to the portion of the year that the merger is completed that occurs prior to the effective time of the merger, which bonus shall be determined based upon actual corporate performance through the date the merger are completed, as determined by Celgene, plus (B) a pro-rated portion of the bonus with respect to the post-closing portion of the year during which the merger is completed, which bonus shall be no less than the bonus payable at the applicable incentive plan participant's target incentive level under such annual incentive plan, multiplied by (ii) the incentive plan

participant's individual performance multiplier determined in accordance with the terms of the annual incentive plan. Each incentive plan participant who experiences a termination of employment on or after the effective time of the merger due to death or disability, or if such incentive plan participant is eligible to receive severance benefits under any Celgene employee plan or applicable law, will be entitled to the prorated payment of the amount that would otherwise have been payable under clause (i), contingent upon the execution and non-revocation of a customary release of claims in a form that is

197

TABLE OF CONTENTS

reasonably satisfactory to Bristol-Myers Squibb and does not contain any restrictive covenants. In no event shall payment of any amounts under the annual incentive plans (or any pro-rated portion thereof) pursuant to this paragraph result in the duplication of payments to any incentive plan participant under any other incentive, severance or other similar arrangement.

Certain Other Covenants and Agreements

The merger agreement contains certain other covenants and agreements, including the following covenants and agreements, among others, all of which are subject to certain exceptions and qualifications as described in the merger agreement:

- solely for purposes of furthering the merger and the other transactions contemplated by the merger agreement or for integration planning relating to the merger, Celgene is required to provide Bristol-Myers Squibb and its representatives reasonable access to its properties, books, contracts, records and information concerning its businesses, properties and personnel
- each of Bristol-Myers Squibb and Celgene is required to promptly (i) notify the other of any stockholder litigation against it, its subsidiaries or any of its or its subsidiaries' respective directors or officers relating to the merger agreement or the merger and (ii) other than with respect to any such litigation where the parties are adverse to each other or related to or arising out of an acquisition proposal, give the other party the opportunity to consult with it regarding the defense or settlement of any such stockholder litigation and, in the case of Celgene, give Bristol-Myers Squibb the opportunity to participate in (but not control), at Bristol-Myers Squibb's expense, the defense and settlement of any such stockholder litigation and not to settle any such stockholder litigation without Bristol-Myers Squibb's prior consent (which consent may not be unreasonably withheld, conditioned or delayed)
- each of Bristol-Myers Squibb and Celgene is required to consult with the other before issuing any press release, making any public statement or making certain other public communications, in each case with respect to the merger agreement or the merger
- each of Bristol-Myers Squibb and Celgene is required to cooperate with the other in taking all actions necessary to delist Celgene common stock from the Nasdaq and terminate its registration under the Exchange Act, in each case effective upon effective time of the merger and
- each of Bristol-Myers Squibb and Celgene is required to notify the other of certain events, including (i) the receipt of any material written notice or other written communication from a government authority regarding the merger, (ii) any event, change development or occurrence has occurred that, to its knowledge, would result in a material adverse effect or would reasonably be expected to result in any of the conditions to the closing of the merger not being satisfied and (iii) the receipt of any material written notice alleging that the consent of an entity or person is required in connection with the merger.

Termination of the Merger Agreement

The merger agreement may be terminated at any time before the effective time of the merger, whether before or after Celgene stockholders have adopted the merger agreement or Bristol-Myers Squibb stockholders have approved the stock issuance, in the following circumstances:

- by mutual written agreement of Bristol-Myers Squibb and Celgene; or
- by either Bristol-Myers Squibb or Celgene, if:
 - the merger has not been completed by the end date of January 2, 2020, subject to Celgene's and Bristol-Myers Squibb's respective right to unilaterally extend the end date for two additional 60 day periods upon written notice to the other party, if at the time of each such extension all closing conditions (other than the closing conditions with respect to receipt of HSR Act clearance and approvals under the antitrust laws of certain specified jurisdictions or there being no injunction or order enjoining,

preventing or prohibiting the consummation of the merger, if such injunction or order relates to the receipt of HSR clearance or approvals under the antitrust laws of certain specified jurisdictions) have been satisfied or waived. However, the right to terminate the

TABLE OF CONTENTS

merger agreement after the end date (as may be extended) or to extend the end date will not be available to Celgene or Bristol-Myers Squibb, as applicable, if that party's breach of any provision of the merger agreement is the proximate cause of the failure of the merger to be completed by the end date (as may be extended);

- a governmental authority of competent jurisdiction has issued an injunction or order that permanently enjoins, prevents or prohibits the completion of the merger and such injunction or order has become final and nonappealable
- Celgene stockholders fail to adopt the merger agreement upon a vote taken on a proposal to adopt the merger agreement at the Celgene special meeting
- Bristol-Myers Squibb stockholders fail to approve the stock issuance upon a vote taken on a proposal to approve the stock issuance at the Bristol-Myers Squibb special meeting; or there has been a breach of any representation or warranty or failure to perform any covenant or agreement on the part of the other party that would cause the other party to fail to satisfy any condition to completion of the merger related to the accuracy of its representations and warranties or the performance of its covenants and agreements, and such breach or failure to perform either (i) is incapable of being cured by the end date (as may be extended) or (ii) has not been cured upon the earlier of (A) 30 days following notice from the non-breaching party of such breach or failure to perform and (B) the end date (as may be extended). However, the right to terminate the merger agreement in respect of an inaccuracy of any representation or warranty or the failure to perform any covenant or agreement will not be available to a party if such party is then in breach of its representations, warranties, covenants or agreements that would cause the applicable condition to completion of the merger related to accuracy of its representations and warranties or performance of its covenants and agreements not to be satisfied.
- by Bristol-Myers Squibb, if:
 - prior to the adoption of the merger agreement by Celgene stockholders, the Celgene Board (i) makes an adverse recommendation change or (ii) fails to publicly confirm its recommendation to Celgene stockholders in favor of adopting the merger agreement within ten business days after a written request by Bristol-Myers Squibb to do so following the public disclosure of an acquisition proposal for Celgene (but Bristol-Myers Squibb may not make such a request more than once for each acquisition proposal or material modification to an acquisition proposal); or
 - prior to obtaining the approval of the stock issuance by Bristol-Myers Squibb stockholders, Bristol-Myers Squibb terminates the merger agreement in order to enter into a definitive agreement providing for a superior proposal.
- by Celgene, if:
 - prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, the BMS Board (i) makes an adverse recommendation change or (ii) fails to publicly confirm its recommendation to Bristol-Myers Squibb stockholders in favor of the stock issuance within ten business days after a written request to do so from Celgene following the public disclosure of an acquisition proposal for Bristol-Myers Squibb (but Celgene may not make such a request more than once for each acquisition proposal or material modification to an acquisition proposal); or
 - prior to the adoption of the merger agreement by Celgene stockholders, Celgene terminates the merger agreement in order to enter into a definitive agreement providing for a superior proposal.

TABLE OF CONTENTS

Termination Fees and Expenses

Celgene has agreed to pay Bristol-Myers Squibb the Celgene termination fee if the merger agreement is terminated under any of the following circumstances:

- by Bristol-Myers Squibb, prior to the adoption of the merger agreement by Celgene stockholders, as a result of the Celgene Board (i) making an adverse recommendation change or (ii) failing to publicly confirm its recommendation that Celgene’s stockholders adopt the merger agreement within ten business days after a written request to do so from Bristol-Myers Squibb following the public disclosure of an acquisition proposal for Celgene;
- by Bristol-Myers Squibb, prior to the adoption of the merger agreement by Celgene stockholders, as a result of a material breach by Celgene of any of its obligations described under —No Solicitation beginning on page 186 of this joint proxy statement/prospectus or any of its obligation to call and hold a meeting of its stockholders for purposes of adopting the merger agreement described under —Obligations to Call Stockholders’ Meetings beginning on page 194 of this joint proxy statement/prospectus, and, at or prior to the date of such termination, an acquisition proposal for Celgene has been made and not publicly and irrevocably withdrawn at least four days prior to the Celgene special meeting, and on or prior to the first anniversary of such termination, Celgene enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Celgene. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%;
- by Celgene, prior to the adoption of the merger agreement by Celgene stockholders, in order to enter into a definitive agreement providing for a superior proposal; or
- by Bristol-Myers Squibb or Celgene, as a result of Celgene stockholders failing to adopt the merger agreement upon a vote taken on a proposal to adopt the merger agreement at the Celgene special meeting and, at or prior to the Celgene special meeting, an acquisition proposal for Celgene has been publicly disclosed or announced and not publicly and irrevocably withdrawn at least four days prior to the Celgene special meeting, and on or prior to the first anniversary of such termination, Celgene enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Celgene. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%.

Bristol-Myers Squibb has agreed to pay Celgene the Bristol-Myers Squibb termination fee if the merger agreement is terminated under any of the following circumstances:

- by Celgene, prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, as a result of the BMS Board, (i) making an adverse recommendation change or (ii) failing to publicly confirm its recommendation that Bristol-Myers Squibb’s stockholders approve the stock issuance within ten business days after a written request to do so from Celgene following the public disclosure of an acquisition proposal for Bristol-Myers Squibb;
- by Celgene, prior to the approval of the stock issuance by Bristol-Myers Squibb stockholders, as a result of a material breach by Bristol-Myers Squibb of any of its obligations described under —No Solicitation beginning on page 186 of this joint proxy statement/prospectus or its obligations to call and hold a meeting of its stockholders for purposes of approving the stock issuance described under —Obligations to Call Stockholders’ Meetings beginning on page 194 of this joint proxy statement/prospectus and, at or prior to the date of such termination, an acquisition proposal for Bristol-Myers Squibb has been publicly disclosed or announced, and on or prior to the first anniversary of such termination, Bristol-Myers Squibb enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Bristol-Myers Squibb. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%;
- by Bristol-Myers Squibb, prior to obtaining the approval of the stock issuance by Bristol-Myers Squibb stockholders, in order to enter into a definitive agreement providing for a superior proposal; or

TABLE OF CONTENTS

by Celgene or Bristol-Myers Squibb, as a result of Bristol-Myers Squibb stockholders failing to approve the stock issuance upon a vote taken on a proposal to approve the stock issuance at the Bristol-Myers Squibb special meeting and, at or prior to the Bristol-Myers Squibb special meeting, an acquisition proposal for Bristol-Myers Squibb has been publicly disclosed or announced and not publicly and irrevocably withdrawn at least four days prior to the Bristol-Myers Squibb special meeting, and on or prior to the first anniversary of such termination, Bristol-Myers Squibb enters into a definitive agreement, or completes a transaction, relating to an acquisition proposal for Bristol-Myers Squibb. However, in this instance, any references in the definition of acquisition proposal to 20% will be replaced by 50%.

Fee Reimbursement

If the merger agreement is terminated by either Bristol-Myers Squibb or Celgene as a result of the Celgene stockholders voting on and failing to adopt the merger agreement at the Celgene special meeting or at any adjournment or postponement thereof, then Celgene will pay to Bristol-Myers Squibb the Bristol-Myers Squibb fee reimbursement. If the Celgene termination fee is payable by Celgene after the time Celgene pays the Celgene fee reimbursement, the amount of the Celgene termination fee will be reduced by the Bristol-Myers Squibb fee reimbursement.

If the merger agreement is terminated by either Bristol-Myers Squibb or Celgene as a result of the Bristol-Myers Squibb stockholders voting on and failing to approve the stock issuance at the Bristol-Myers Squibb special meeting or at any adjournment or postponement thereof, then Bristol-Myers Squibb will pay to Celgene the Celgene fee reimbursement. If the Bristol-Myers Squibb termination fee is payable by Bristol-Myers Squibb after the time Bristol-Myers Squibb pays the Celgene fee reimbursement, the amount of the Bristol-Myers Squibb termination fee will be reduced by the Celgene fee reimbursement.

Bristol-Myers and Merger Sub have agreed to promptly reimburse Celgene for all reasonable and documented out-of-pocket costs and expenses incurred by Celgene in connection with the debt financing or any Celgene note offers and consent solicitations whether or not the merger is completed or if the merger agreement is terminated.

Exclusive Remedy

Except in the case of fraud or willful breach of any covenant or agreement set forth in the merger agreement, if either party receives a termination fee in accordance with the provisions of the merger agreement, the receipt of the termination fee will be the receiving party's sole and exclusive remedy against the paying party and its subsidiaries and their respective former, current or future partners, equityholders, managers, members, affiliates and representatives, and none of the paying party, any of its subsidiaries or any of their respective former, current or future partners, stockholders, managers, members, affiliates or representatives will have any further liability or obligation relating to or arising out of the merger agreement or the transactions contemplated by the merger agreement.

To the extent that a termination fee is not promptly paid by any party when due, the party failing to pay the termination fee is also required to (i) pay any out-of-pocket costs and expenses (including reasonable legal fees and expenses) incurred by the other party in connection with legal action taken to enforce the merger agreement that results in a judgment for such amount against the party failing to promptly pay such amount and (ii) pay interest on the unpaid fee at the prime rate (as published by *The Wall Street Journal* on the date such fee was due) from the date such fee was due until paid in full.

Other Expenses

Except as described above or expressly in the merger agreement, the merger agreement provides that each of Bristol-Myers Squibb and Celgene will pay its own costs and expenses in connection with the transactions

contemplated by the merger agreement.

201

TABLE OF CONTENTS

Specific Performance

Celgene and Bristol-Myers Squibb have acknowledged and agreed that irreparable harm would occur and that the parties would not have any adequate remedy at law for any breach of any of the provisions of this the merger agreement or in the event that any of the provisions of the merger agreement were not performed in accordance with their specific terms. Celgene and Bristol-Myers Squibb have agreed that the parties to the merger agreement are entitled to an injunction or injunctions to prevent breaches or threatened breaches of the merger agreement and to specifically enforce the terms and provisions of the merger agreement. In no event is a party entitled to both (i) specific performance to cause the other party to consummate the merger and (ii) the payment of the Bristol-Myers Squibb termination fee or the Celgene termination fee, as applicable.

Third-Party Beneficiaries

The merger agreement is not intended to and does not confer upon any person other than the parties to the merger agreement any legal or equitable rights or remedies, except:

- from and after effective time of the merger, the right of Celgene stockholders to receive the merger consideration and the right of holders of Celgene Stock Options, Celgene RSUs, Celgene PSUs and Celgene RSAs to receive the consideration described under the respective subsections under —Treatment of Celgene Equity Awards beginning on page 175 of this joint proxy statement/prospectus
- the right of the indemnified persons to enforce the obligations described under —Indemnification and Insurance beginning on page 196 of this joint proxy statement/prospectus and
- the right of each of the financing sources to enforce certain provisions of the merger agreement relating to liability of the financing sources to Celgene and its affiliates prior to the effective time of the merger, the law governing the merger agreement, the jurisdiction and venue for resolution of disputes involving the financing sources arising under the merger agreement, the waiver of jury trial by the parties to the merger agreements and amendments of those provisions.

Amendments; Waivers

Any provision of the merger agreement may be amended or waived before the effective time of the merger if the amendment or waiver is in writing and signed, in the case of an amendment, by each party to the merger agreement or, in the case of a waiver, by each party against whom the waiver is to be effective, except that after adoption of the merger agreement by Celgene stockholders or approval of the stock issuance by Bristol-Myers Squibb stockholders, the parties may not amend or waive any provision of the merger agreement if such amendment or waiver would require further approval of Celgene stockholders or Bristol-Myers Squibb stockholders under applicable law unless such approval has first been obtained.

TABLE OF CONTENTS

INTERESTS OF CELGENE S DIRECTORS AND EXECUTIVE OFFICERS IN THE MERGER

In considering the recommendation of the Celgene Board to adopt the merger agreement, Celgene stockholders should be aware that Celgene s directors and executive officers have interests in the merger that may be different from, or in addition to, the interests of Celgene stockholders generally. The Celgene Board was aware of these interests and considered them, among other matters, in evaluating and negotiating the merger agreement, in reaching its decision to approve the merger agreement and the transactions contemplated by the merger agreement (including the merger), and in recommending to Celgene stockholders that the merger agreement be adopted. The transactions contemplated by the merger agreement will be a change in control for purposes of the Celgene executive compensation and benefit plans and agreements described below.

Certain Assumptions

Except as otherwise specifically noted, for purposes of quantifying the potential payments and benefits described in this section, the following assumptions were used:

- The relevant price per share of Celgene common stock is \$86.89, which is the average closing price per share of Celgene common stock as reported on Nasdaq over the first five business days following the first public announcement of the merger on January 3, 2019;
- The effective time of the merger is January 31, 2019, which is the assumed date of the closing of the merger solely for purposes of the disclosure in this section; and
- The employment of each executive officer of Celgene was terminated by Celgene without cause or due to the officer s resignation for good reason (as such terms are defined in the relevant plans and agreements), in either case, immediately following the assumed effective time of January 31, 2019.

The amounts indicated below are estimates based on multiple assumptions that may or may not actually occur or be accurate on the relevant date, including the assumptions described above, and do not reflect certain compensation actions or events that may occur before completion of the merger (including, without limitation, Celgene s grant of 2019 annual equity awards to executive officers and the vesting of certain Celgene equity awards held by executive officers as of the assumed effective time of January 31, 2019 upon the occurrence of the applicable regularly scheduled vesting date).

Treatment of Outstanding Equity Awards

Treatment of Celgene Stock Options

At the effective time of the merger, each Celgene Stock Option, whether or not vested, will be treated as described below.

If such Celgene Stock Option is an In-the-Money Option it will be assumed by Bristol-Myers Squibb and converted into (a) an Assumed In-the-Money Option to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of Bristol-Myers Squibb common stock, except that (i) the number of shares of Bristol-Myers Squibb common stock subject to such Assumed In-the-Money Options shall equal the product of (x) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the effective time of the merger, multiplied by (y) the Equity Award Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock), and (ii) the per-share exercise price will equal the quotient of (x) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (y) the Equity Award Exchange Ratio (rounded up to the nearest whole cent), and (b) the right to receive (i) if such In-the-Money Option was vested prior to the effective time of the merger, one CVR for each share of Celgene common stock underlying such In-the-Money

Option or (ii) if such In-the-Money Option was not vested immediately prior to the effective time of the merger, immediately upon, and subject to, the vesting of the Assumed In-the Money Option, the Unvested Equity Award CVR Consideration. Each Assumed In-the-Money Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock Option immediately prior to the effective time of the merger.

If such Celgene Stock Option is an Out-of-the-Money Option, it will be assumed by Bristol-Myers Squibb and converted into an Assumed Out-of-the-Money Stock Option to purchase, on the same terms and conditions as applied to each such Celgene Stock Option immediately prior to the effective time of the merger, shares of

TABLE OF CONTENTS

Bristol-Myers Squibb common stock, except that the number of shares of Bristol-Myers Squibb common stock subject to such Assumed Out-of-the-Money Stock Option will equal the product of (i) the number of shares of Celgene common stock that were subject to such Celgene Stock Option immediately prior to the effective time of the merger, multiplied by (ii) the Out-of-the-Money Option Exchange Ratio (rounded down to the nearest number of whole shares of Bristol-Myers Squibb common stock), and the per-share exercise price will equal the quotient of (a) the exercise price per share of Celgene common stock at which such Celgene Stock Option was exercisable, divided by (b) the Out-of-the-Money Option Exchange Ratio (rounded up to the nearest whole cent). Each Assumed Out-of-the-Money Stock Option will continue to have the same terms and conditions as applied to the corresponding Celgene Stock Option immediately prior to the effective time of the merger.

Treatment of Celgene RSU Awards

At the effective time of the merger, each Celgene RSU Award will be assumed by Bristol-Myers Squibb and converted into (i) an Assumed Restricted Unit Award that settles in a number of shares of Bristol-Myers Squibb common stock equal to (x) the number of shares of Celgene common stock underlying the Celgene RSU Award immediately prior to the effective time of the merger, multiplied by (y) the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares) and (ii) the right to receive, subject to the vesting of the Assumed Restricted Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Restricted Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene RSU Award immediately prior to the effective time of the merger.

Treatment of Celgene PSU Awards

At the effective time of the merger, each Celgene PSU Award will be assumed by Bristol-Myers Squibb and converted into (i) an Assumed Performance Unit Award that settles in a number of shares of Bristol-Myers Squibb common stock equal to the product of (x) the number of shares of Celgene common stock underlying the Celgene PSU Award immediately prior to the effective time of the merger (determined by deeming the applicable performance goals to be achieved at the greater of the target level and the actual level of achievement through the end of the calendar quarter immediately preceding the merger effective time), multiplied by (y) the Equity Award Exchange Ratio (rounded up to the nearest whole number of shares), and (ii) the right to receive, subject to the vesting of the Assumed Performance Unit Award, the Unvested Equity Award CVR Consideration. Each Assumed Performance Unit Award will continue to have the same terms and conditions as applied to the corresponding Celgene PSU Award (other than performance-based vesting conditions) immediately prior to the effective time of the merger.

See *The Merger Agreement—Treatment of Celgene Equity Awards* beginning on page 175 of this joint proxy statement/prospectus, including for the definition of terms used in this section but not otherwise defined in this section.

Treatment of Celgene Equity Awards upon Termination of Employment or Service On or Following the Merger

Pursuant to the terms of Celgene's Executive Severance Plan, the Celgene Stock Options, Celgene RSU Awards and Celgene PSU Awards held by Celgene's executive officers, if an executive officer's employment is terminated by Celgene without cause or due to the executive officer's resignation for good reason, in each case, on or within two years following a change in control of Celgene (or, in certain circumstances, otherwise in connection with a change in control of Celgene), which is referred to in this joint proxy statement/prospectus as a CIC Termination, all such equity awards then held by such executive officer would fully vest upon such termination of employment. Pursuant to the terms of the Celgene Stock Options and Celgene RSU Awards held by Celgene's non-employee directors, if a non-employee director's directorship terminates for any reason on or following a change in control of Celgene, all such equity awards then held by such non-employee director would fully vest upon such termination of directorship. In

addition, Celgene has or will, prior to the effective time of the merger, amend the terms of all Celgene Stock Options held by executive officers and non-employee directors prior to the effective time of the merger to provide that (i) Celgene Stock Options held by executive officers will remain exercisable for one year following a CIC Termination, but in no event past the expiration date (except that, in the case of an executive officer who is retirement-eligible as defined under the terms of the applicable Celgene Stock Option, the post-termination exercise period will be three years in accordance with the existing terms of the Celgene Stock Options, but in no event past the expiration date), and (ii) Celgene Stock Options held by non-employee directors will remain exercisable for one year following a termination of directorship for

TABLE OF CONTENTS

any reason on or following a change in control of Celgene, but in no event past the expiration date. As of January 31, 2019, the following current named executive officers are retirement-eligible: Mark J. Alles and Peter N. Kellogg, and one of the four executive officers who are not named executive officers are retirement-eligible.

These double trigger vesting and post-termination exercise period provisions applicable to Celgene equity awards held by executive officers and non-employee directors will continue to apply to such awards after such awards are assumed by Bristol-Myers Squibb at the effective time of the merger.

See the section entitled —Quantification of Potential Payments and Benefits to Celgene’s Named Executive Officers in Connection with the Merger beginning on page 206 of this joint proxy statement/prospectus for an estimate of the amounts that would become payable to each of Celgene’s named executive officers in respect of their unvested equity awards. Based on the assumptions described above under —Certain Assumptions, (i) the estimated aggregate amounts that would become payable to Celgene’s four executive officers who are not named executive officers in respect of their unvested Celgene equity awards is as follows: unvested Celgene Stock Options—\$1,094,292; unvested Celgene RSU Awards—\$8,880,332; and unvested Celgene PSU Awards—\$3,153,064; and (ii) the estimated aggregate amount that would become payable to Celgene’s eleven non-employee directors in respect of their unvested equity awards is as follows: unvested Celgene Stock Options—\$1,387,756 and unvested Celgene RSU Awards—\$2,067,461.

2019 Annual Equity Award Grants

Celgene and Bristol-Myers Squibb have agreed that the Management Compensation and Development Committee may grant 2019 annual equity awards to Celgene’s executive officers in the ordinary course of business with the grant date fair value of such awards not to exceed (i) with respect to Celgene’s named executive officers, \$14,600,000 for Mark J. Alles, \$5,000,000 for each of David V. Elkins and Peter N. Kellogg, and \$4,750,000 for S.J. Rupert Vessey and (ii) \$15,750,000 in the aggregate for Celgene’s four executive officers who are not named executive officers. Any awards issued to these executives will be treated in accordance with the provisions of the merger agreement set forth above.

Treatment of Cash Long Term Incentive Plan Awards

Pursuant to the terms of the cash Long Term Incentive Plan, which is referred to in this joint proxy statement/prospectus as LTIP, awards held by certain executive officers, such awards will vest in full upon a change in control of Celgene and the applicable performance goals will be deemed achieved at the greater of the target level and the actual level of achievement through the change in control. See the section entitled —Quantification of Potential Payments and Benefits to Celgene’s Named Executive Officers in Connection with the Merger beginning on page 206 of this joint proxy statement/prospectus for an estimate of the amount that would become payable at the effective time of the merger to the one named executive officer who holds a cash LTIP award. Based on the assumptions described above under —Certain Assumptions, the estimated aggregate single trigger amount that would become payable at the effective time of the merger to the three Celgene executive officers who are not named executive officers and who hold cash LTIP awards is \$1,655,519.

Executive Severance Plan

Each executive officer is eligible to participate in Celgene’s Executive Severance Plan, which is referred to in this joint proxy statement/prospectus as the ESP. Under the terms of the ESP, each Celgene executive officer is eligible to receive the following severance benefits upon a CIC Termination, subject to the executive officer’s execution and non-revocation of a release and termination agreement: (i) a cash severance payment equal to (x) 2.5 (or 3, in the case of the Chief Executive Officer) multiplied by (y) the sum of the executive officer’s annual base salary and target annual cash incentive opportunity, (ii) COBRA continuation coverage at active employee rates for a benefits

continuation period of up to 30 months (or 36 months, in the case of the Chief Executive Officer), (iii) 18 months of outplacement services, (iv) a prorated annual incentive compensation award for the year of termination based on the greater of assumed achievement of the applicable performance goals at the target level and the actual level of achievement of the applicable performance goals through the termination date, and (v) full accelerated vesting of all outstanding equity awards granted under Celgene's equity plans.

See the section entitled —Quantification of Potential Payments and Benefits to Celgene's Named Executive Officers in Connection with the Merger beginning on page 206 of this joint proxy statement/prospectus for the

205

TABLE OF CONTENTS

estimated amounts that each of Celgene's named executive officers would receive under the ESP upon a CIC Termination. Based on the assumptions described above under —Certain Assumptions, the estimated aggregate amount of these double trigger cash severance payments (including a prorated annual incentive compensation award assuming achievement of the applicable performance goals at the target level) that Celgene's four executive officers who are not named executive officers would receive under the ESP upon a CIC Termination is \$11,551,861.

Excise Tax Reimbursement Plan

In connection with the merger, Celgene will implement a plan providing that each executive officer will be entitled to receive a reimbursement payment in the event that any payments or benefits provided to such executive officer in connection with the merger become subject to the excise tax pursuant to Section 4999 of the Internal Revenue Code. The reimbursement payments would generally be paid to the relevant taxing authorities to place the executive officers in the same after-tax position as if the excise tax did not apply to them. As a condition to participation in the reimbursement plan, each executive officer must agree to a one-year post-termination noncompetition covenant.

See the section entitled —Quantification of Potential Payments and Benefits to Celgene's Named Executive Officers in Connection with the Merger beginning on page 206 of this joint proxy statement/prospectus for an estimate of the amounts that would become payable to each of Celgene's named executive officers pursuant to the reimbursement plan. Based on the assumptions described above under —Certain Assumptions, the estimated aggregate amounts that would become payable to Celgene's four executive officers who are not named executive officers under the reimbursement plan is \$6,427,050.

Treatment of Annual Bonus

Under the terms of the merger agreement, each executive officer who participates in an annual incentive plan, and who remains employed with Celgene through the end of the year during which the completion of the merger occurs, will receive an annual cash incentive award for such year calculated in accordance with the terms of the merger agreement, which calculation includes a component based on achievement of applicable performance goals. Each executive officer who experiences a CIC Termination will generally be entitled to a prorated portion of such amount. In no event will payment of any bonus amount or prorated bonus amount pursuant to the merger agreement result in the duplication of payments to any executive officer under the ESP or otherwise, and consequently the estimated amounts of such payments are not included in this section, given an assumed prorated annual incentive award amount under the section entitled —Executive Severance Plan above.

See The Merger Agreement—Employee Matters beginning on page 197 of this joint proxy statement/prospectus.

Indemnification and Insurance

Pursuant to the terms of the merger agreement, Celgene non-employee directors and executive officers will be entitled to certain ongoing indemnification and coverage under directors' and officers' liability insurance policies following the merger. Such indemnification and insurance coverage is further described in the section entitled The Merger Agreement—Indemnification and Insurance beginning on page 196 of this joint proxy statement/prospectus.

Quantification of Potential Payments and Benefits to Celgene's Named Executive Officers in Connection with the Merger

The information set forth in the table below is intended to comply with Item 402(t) of the SEC's Regulation S-K, which requires disclosure of information about certain compensation for each named executive officer of Celgene that is based on, or otherwise relates to, the merger.

TABLE OF CONTENTS

The amounts shown in the table below are estimates based on multiple assumptions that may or may not actually occur or be accurate on the relevant date, including the assumptions described below and in the footnotes to the table, and do not reflect certain compensation actions that may occur before completion of the merger (including, without limitation, Celgene's grant of 2019 annual equity awards to executive officers and the vesting of certain Celgene equity awards held by executive officers as of the assumed effective time of January 31, 2019 upon the occurrence of the applicable regularly scheduled vesting dates). For purposes of calculating such amounts, the following assumptions were used:

- the relevant price per share of Celgene common stock is \$86.89, which is the average closing price per share of Celgene common stock as reported on Nasdaq over the first five business days following the first public announcement of the merger on January 3, 2019;
- the effective time of the merger is January 31, 2019, which is the assumed date of the closing of the merger solely for purposes of the disclosure in this section; and
- the employment of each executive officer of Celgene was terminated by Celgene without cause or due to the officer's resignation for good reason (as such terms are defined in the relevant plans and agreements), in either case immediately following the assumed effective time of the merger of January 31, 2019.

Named Executive Officer⁽¹⁾	Cash (\$)⁽²⁾	Equity (\$)⁽³⁾	Perquisites / Benefits (\$)⁽⁴⁾	Tax Reimbursement (\$)	Total (\$)
Mark J. Alles	10,411,397	17,321,068	159,200	0	27,891,665
David V. Elkins	3,992,613	8,044,450	137,600	2,938,139	15,112,802
Peter N. Kellogg	4,440,323	7,340,651	137,600	0	11,918,574
S.J. Rupert Vessey	3,909,714	5,441,003	137,600	2,706,719	12,195,036

(1) This table does not include Robert J. Hugin, former Chief Executive Officer, whose employment terminated on February 5, 2018, and Scott A. Smith, former President and Chief Operating Officer, whose employment terminated on April 2, 2018, neither of whom is entitled to any enhanced compensation and benefits in connection with the merger.

(2) *Cash.* Consists of (a) a cash severance payment equal to (i) 2.5 (or 3, in the case of the Chief Executive Officer) multiplied by (ii) the sum of the named executive officer's annual base salary and target annual cash incentive opportunity under the terms of the ESP, (b) a prorated annual incentive compensation award for the year of termination based on the greater of the assumed achievement of the applicable performance goals at the target level and the actual level of achievement of the applicable performance goals through the termination date under the terms of the ESP (assuming for purposes of this estimate that the applicable performance goals are achieved at target), and (c) in the case of Mr. Vessey only, the cash LTIP award that will become vested at the merger effective time (the target amount of this award was already paid on December 31, 2018 and the amount included in the table below reflects the incremental amount above target that was earned based on the actual level of achievement of the applicable performance goals). The cash severance and prorated bonus payments are double trigger and become payable only upon a CIC Termination under the terms of the ESP (see *Interests of Celgene's Directors and Executive Officers in the Merger—Executive Severance Plan*). The cash LTIP award held by Mr. Vessey is single trigger and will become payable upon the merger effective time. The estimated amount of each such payment is shown in the following table:

Named Executive Officer	Severance (\$)	Prorated Bonus (\$)	Cash LTIP (\$)	Total (\$)
Mark J. Alles	10,237,500	173,897	N/A	10,411,397
David Elkins	3,931,250	61,363	N/A	3,992,613
Peter N. Kellogg	4,370,000	70,323	N/A	4,440,323
S.J. Rupert Vessey	3,600,000	54,356	255,358	3,909,714

(3) *Equity.* Consists of accelerated vesting of unvested Celgene Stock Options, Celgene RSU Awards, and Celgene

PSU Awards upon a CIC Termination. This accelerated vesting is a double trigger benefit and is triggered only upon a CIC Termination. For further details regarding the treatment of Celgene equity awards in connection with the merger, see Interests of Celgene's Directors and Executive Officers in the Merger—Treatment of Outstanding Equity Awards. The estimated value of each such benefit is shown in the following table (in the case of Celgene PSU Awards, this estimated value assumes that the applicable performance goals are achieved at target except that with respect to PSUs held by Messrs. Alles and Kellogg relating to the 2016-2018 performance period, the estimated value is based on the actual level of achievement of the applicable performance goals):

Named Executive Officer	Celgene Stock Options (\$)	Celgene RSU Awards (\$)	Celgene PSU Awards (\$)	Total (\$)
Mark J. Alles	1,138,477	7,091,788	9,090,803	17,321,068
David V. Elkins	0	6,503,021	1,541,429	8,044,450
Peter N. Kellogg	389,893	3,441,365	3,509,393	7,340,651
S.J. Rupert Vessey	350,900	3,131,602	1,958,501	5,441,003

TABLE OF CONTENTS

Perquisites/Benefits. Consists of estimated value of (a) COBRA continuation coverage at active employee rates for a benefits continuation period of up to 30 months (or 36 months, in the case of the Chief Executive Officer), (4) and (b) 18 months of outplacement services. Such benefits are double trigger and are provided only upon a CIC Termination under the terms of the ESP (see Interests of Celgene's Directors and Executive Officers in the Merger—Executive Severance Plan). The estimated value of each such benefit is shown in the following table:

Named Executive Officer	Welfare Benefits (\$)	Outplacement Services (\$)	Total (\$)
Mark J. Alles	109,200	50,000	159,200
David V. Elkins	87,600	50,000	137,600
Peter N. Kellogg	87,600	50,000	137,600
S.J. Rupert Vessey	87,600	50,000	137,600

Tax Reimbursements. Includes the estimated amount of the reimbursement payment for the excise tax imposed on (5) the payments and benefits to the named executive officers in connection with a change of control by reason of Section 4999 of the Internal Revenue Code.

TABLE OF CONTENTS

CELGENE PROPOSAL II: ADJOURNMENT OF THE CELGENE SPECIAL MEETING

Celgene stockholders are being asked to approve a proposal that will give the Chairman of the Celgene Board authority to adjourn the Celgene special meeting one or more times if necessary to solicit additional proxies if there are not sufficient votes to adopt the merger agreement at the time of the Celgene special meeting or any adjournment or postponement thereof. If this proposal is approved, the Celgene special meeting could be adjourned to any date. Any determination of whether it is necessary to adjourn the Celgene special meeting (or any adjournment or postponement thereof) to solicit additional proxies will be made solely by Celgene consistent with the terms of the merger agreement or with the consent of Bristol-Myers Squibb.

If the Celgene special meeting is adjourned, Celgene stockholders who have already submitted their proxies will be able to revoke them at any time prior to their use. If you sign and return a proxy and do not indicate how you wish to vote on any proposal, or if you indicate that you wish to vote in favor of the adoption of the merger agreement but do not indicate a choice on the Celgene adjournment proposal, your shares will be voted in favor of the Celgene adjournment proposal. But if you indicate that you wish to vote against the adoption of the merger agreement, your shares will only be voted in favor of the Celgene adjournment proposal if you indicate that you wish to vote in favor of that proposal.

The affirmative vote of a majority of the votes present at the Celgene special meeting by Celgene stockholders (whether or not a quorum, as defined in Celgene's by-laws, is present) will be required to approve the Celgene adjournment proposal.

THE CELGENE BOARD UNANIMOUSLY RECOMMENDS THAT CELGENE STOCKHOLDERS VOTE FOR THE CELGENE ADJOURNMENT PROPOSAL.

TABLE OF CONTENTS

CELGENE PROPOSAL III: ADVISORY VOTE ON MERGER-RELATED EXECUTIVE COMPENSATION ARRANGEMENTS

Celgene is providing its stockholders with the opportunity to cast an advisory (non-binding) vote to approve the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger, as required by the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, as amended.

The compensation that Celgene's named executive officers may be entitled to receive from Celgene in connection with the merger is summarized in the table under Interests of Celgene's Directors and Executive Officers in the Merger—Quantification of Potential Payments and Benefits to Celgene Named Executive Officers in Connection with the Merger beginning on page 206 of this joint proxy statement/prospectus. That summary includes all compensation and benefits that will or may be paid or provided by Celgene to its named executive officers in connection with the merger, including as a result of a termination of employment in connection with the merger.

The Celgene Board encourages you to review carefully the information regarding the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger disclosed in this joint proxy statement/prospectus.

The Celgene Board unanimously recommends that the stockholders of Celgene approve the following resolution:

RESOLVED, that the stockholders of Celgene approve, on an advisory (non-binding) basis, the compensation that will or may be paid or provided by Celgene to its named executive officers in connection with the merger, as disclosed pursuant to Item 402(t) of Regulation S-K in the table in the section of this joint proxy statement/prospectus entitled Interests of Celgene's Directors and Executive Officers in the Merger—Quantification of Potential Payments and Benefits to Celgene's Named Executive Officers in Connection with the Merger including the footnotes to the table and the related narrative disclosures.

The vote on the Celgene compensation advisory proposal is a vote separate and apart from the vote on the adoption of the merger agreement. Accordingly, you may vote for the adoption of the merger agreement and vote against the Celgene compensation advisory proposal and vice versa. Because the vote on the Celgene compensation advisory proposal is advisory only, it will not be binding on either Celgene or Bristol-Myers Squibb. Accordingly, if the merger agreement is adopted and the merger is completed, the compensation payments that are contractually required to be paid by Celgene to its named executive officers will or may be paid, subject only to the conditions applicable thereto, regardless of the outcome of the advisory (non-binding) vote of Celgene stockholders.

A majority of the votes cast affirmatively or negatively on the proposal at the Celgene special meeting will be required to approve, on an advisory (non-binding) basis, the Celgene compensation advisory proposal.

THE CELGENE BOARD UNANIMOUSLY RECOMMENDS THAT CELGENE STOCKHOLDERS VOTE FOR THE CELGENE COMPENSATION ADVISORY PROPOSAL.

TABLE OF CONTENTS

**BRISTOL-MYERS SQUIBB PROPOSAL II: ADJOURNMENT OF THE
BRISTOL-MYERS SQUIBB SPECIAL MEETING**

Bristol-Myers Squibb stockholders are being asked to approve a proposal that will give the BMS Board authority to adjourn the Bristol-Myers Squibb special meeting one or more times if necessary to solicit additional proxies if there are not sufficient votes at the time of the Bristol-Myers Squibb special meeting, or any adjournment or postponement thereof, to approve the stock issuance. If this proposal is approved, the Bristol-Myers Squibb special meeting could be adjourned to any date. Any determination of whether it is necessary to adjourn the Bristol-Myers Squibb special meeting (or any adjournment or postponement thereof) to solicit additional proxies will be made solely by Bristol-Myers Squibb consistent with the terms of the merger agreement or with the consent of Celgene.

If the Bristol-Myers Squibb special meeting is adjourned, Bristol-Myers Squibb stockholders who have already submitted their proxies will be able to revoke them at any time prior to their use. If you sign and return a proxy and do not indicate how you wish to vote on any proposal, or if you indicate that you wish to vote in favor of the approval of the stock issuance but do not indicate a choice on the Bristol-Myers Squibb adjournment proposal, your shares will be voted in favor of the Bristol-Myers Squibb adjournment proposal. But if you indicate that you wish to vote against the approval of the stock issuance, your shares will only be voted in favor of the Bristol-Myers Squibb adjournment proposal if you indicate that you wish to vote in favor of that proposal.

The affirmative vote of a majority of the votes present at the Bristol-Myers Squibb special meeting by Bristol-Myers Squibb stockholders entitled to vote (whether or not a quorum is present) will be required to approve the Bristol-Myers Squibb adjournment proposal.

**THE BMS BOARD UNANIMOUSLY RECOMMENDS THAT BRISTOL-MYERS SQUIBB
STOCKHOLDERS VOTE FOR THE BRISTOL-MYERS SQUIBB ADJOURNMENT PROPOSAL.**

TABLE OF CONTENTS

DESCRIPTION OF BRISTOL-MYERS SQUIBB CAPITAL STOCK

The following description of the terms of Bristol-Myers Squibb capital stock is a summary only and is qualified by reference to the relevant provisions of Delaware law, Bristol-Myers Squibb's certificate of incorporation and Bristol-Myers Squibb's by-laws. Copies of Bristol-Myers Squibb's certificate of incorporation and Bristol-Myers Squibb's by-laws are incorporated by reference and will be sent to holders of shares of Celgene common stock free of charge upon written or telephonic request. See *Comparison of Stockholder Rights* and *Where You Can Find More Information* beginning on pages 226 and 251, respectively, of this joint proxy statement/prospectus.

Bristol-Myers Squibb Common Stock

As of the date of this joint proxy statement/prospectus, Bristol-Myers Squibb is authorized to issue up to 4.5 billion shares of common stock, \$0.10 par value per share. As of January 24, 2019, approximately 1.6 billion shares of common stock were outstanding. The common stock is listed on the New York Stock Exchange under the symbol **BMJ**.

Dividends

Holders of common stock are entitled to receive dividends out of any assets legally available for payment of dividends as may from time to time be declared by the BMS Board, subject to the rights of the holders of the preferred stock.

Voting

Each holder of common stock is entitled to one vote per share on all matters requiring a vote of the stockholders, including, without limitation, the election of directors. The holders of common stock do not have cumulative voting rights.

Rights Upon Liquidation

In the event of Bristol-Myers Squibb's voluntary or involuntary liquidation, dissolution, or winding up, the holders of common stock will be entitled to share equally in Bristol-Myers Squibb's assets available for distribution after payment in full of all debts and after the holders of preferred stock have received their liquidation preferences in full.

Board of Directors

Bristol-Myers Squibb's by-laws provide that the BMS Board shall be a single class, elected annually at any meeting for the election of directors at which a quorum is present (a quorum being a majority of the stockholders), pursuant to a majority of the votes cast in uncontested elections. A majority of the votes cast means that the number of shares voted for a director must exceed the number of votes cast against that director. In contested elections where the number of nominees exceeds the number of directors to be elected, the vote standard is a plurality of votes cast. Bristol-Myers Squibb's by-laws also provide that if a director nominee who is an incumbent director is not elected by a majority vote in an uncontested election, the director shall offer to tender his or her resignation to the board of directors.

Miscellaneous

Shares of common stock are not redeemable and have no subscription, conversion or preemptive rights.

Bristol-Myers Squibb Preferred Stock

Bristol-Myers Squibb is authorized to issue up to 10,000,000 shares of preferred stock, par value \$1.00 per share. As of December 31, 2018, 3,605 shares of \$2.00 convertible preferred stock, liquidation preference \$50 per share, were outstanding. Bristol-Myers Squibb's \$2.00 convertible preferred stock votes as a single class with Bristol-Myers Squibb's common stock, with each share entitled to a single vote. Subject to limitations prescribed by law, the BMS Board is also authorized at any time to:

- issue one or more series of preferred stock;

212

TABLE OF CONTENTS

- determine the designation for any series by number, letter or title that shall distinguish the series from any other series of preferred stock; and
- determine the number of shares in any series.

The BMS Board is authorized to determine, for each series of preferred stock, and the prospectus supplement will set forth with respect to the series the following information:

- whether dividends on that series of preferred stock will be cumulative and, if so, from which date;
- the dividend rate;
- the dividend payment date or dates;
- the liquidation preference per share of that series of preferred stock, if any;
- any conversion provisions applicable to that series of preferred stock;
- any redemption or sinking fund provisions applicable to that series of preferred stock;
- the voting rights of that series of preferred stock, if any; and
- the terms of any other preferences or special rights applicable to that series of preferred stock.

The preferred stock, when issued, will be fully paid and nonassessable.

Dividends

Holders of preferred stock will be entitled to receive, when, as and if declared by the BMS Board, cash dividends at the rates and on the dates as set forth in the applicable certificate of designations. Generally, no dividends will be declared or paid on any series of preferred stock unless full dividends for all series of preferred stock, including any cumulative dividends still owing, have been or contemporaneously are declared and paid. When those dividends are not paid in full, dividends will be declared pro-rata so that the amount of dividends declared per share on each series of preferred stock will bear to each other series the same ratio that accrued dividends per share for each respective series of preferred stock bear to aggregate accrued dividends for all outstanding shares of preferred stock. In addition, generally, unless all dividends on the preferred stock have been paid, no dividends will be declared or paid on the common stock and Bristol-Myers Squibb may not redeem or purchase any common stock.

Payment of dividends on any series of preferred stock may be restricted by loan agreements, indentures and other agreements governing certain transactions Bristol-Myers Squibb may enter into.

Convertibility

No series of preferred stock will be convertible into, or exchangeable for, other securities or property except as set forth in the applicable certificate of designations.

The holders of shares of the \$2.00 convertible preferred stock shall have the right, at their option, to convert such shares into shares of Bristol-Myers Squibb common stock at any time. The rate at which shares of Bristol-Myers Squibb common stock shall be delivered upon conversion (herein called the conversion rate) shall be currently 16.96 shares of Bristol-Myers Squibb common stock for each share of such series, provided, however, that such current conversion rate shall be subject to adjustment from time to time in certain instances. Bristol-Myers Squibb shall make no payment or adjustment on account of any dividends accrued on the shares of such series surrendered for conversion or on account of any dividends accrued on the Bristol-Myers Squibb common stock. In case of the call for redemption of any shares of such series such right of conversion shall cease and terminate, as to the shares designated for redemption, at the close of business on the date fixed for redemption unless default shall be made in the payment of the redemption price.

In case Bristol-Myers Squibb shall at any time subdivide its outstanding shares of Bristol-Myers Squibb common stock into a greater number of shares, by way of a dividend payable in Bristol-Myers Squibb common stock or a

stock-split, or in case the outstanding shares of Bristol-Myers Squibb common stock shall be combined into a smaller number of shares, the conversion rate in effect immediately prior to such subdivision or combination shall be adjusted proportionately. In the event that Bristol-Myers Squibb shall, at any time or from time to time prior to the conversion or redemption of all of the shares of the \$2.00 convertible preferred stock, grant to the

TABLE OF CONTENTS

holders of its Bristol-Myers Squibb common stock the right to subscribe for or purchase any shares of stock of any class of Bristol-Myers Squibb, Bristol-Myers Squibb shall concurrently therewith grant to the holders of shares of such series the same purchase or subscription rights in the same proportion as if each share of such series had been converted into shares of Bristol-Myers Squibb common stock at the then existing conversion rate.

Bristol-Myers Squibb shall not be required to give effect to any adjustment in the conversion rate unless and until the net effect of one or more adjustments, determined as above provided, shall have resulted in a change of the conversion rate by at least one-hundredth of one share of Bristol-Myers Squibb common stock, and when the cumulative net effect of more than one adjustment so determined shall be to change the conversion rate by at least one-hundredth of one share of Bristol-Myers Squibb common stock, such change in the conversion rate shall thereupon be given effect.

In case of any capital reorganization or any reclassification of the capital stock of Bristol-Myers Squibb or in case of the consolidation or merger of Bristol-Myers Squibb with or into another corporation or the conveyance of all or substantially all of the assets of Bristol-Myers Squibb to another corporation, each share of the \$2.00 convertible preferred stock shall thereafter be convertible into the number of shares of stock or other securities or property to which a holder of the number of shares of Bristol-Myers Squibb common stock of Bristol-Myers Squibb deliverable upon conversion of such share of such series would have been entitled upon such reorganization, reclassification, consolidation, merger or conveyance; and, in any such case, appropriate adjustment (as determined by the BMS Board) shall be made in the application of the provisions herein set forth with respect to the rights and interests thereafter of the holders of such series, to the end that the provisions set forth herein (including provisions with respect to changes in and other adjustments of the conversion rate) shall thereafter be applicable, as nearly as reasonably may be, in relation to any shares of stock or other property thereafter deliverable upon the conversion of the shares of such series.

Redemption and Sinking Fund

No series of preferred stock will be redeemable or receive the benefit of a sinking fund except as set forth in the applicable certificate of designations.

Bristol-Myers Squibb may redeem the \$2.00 convertible preferred shares at its option, at any time, or from time to time for \$50.00 together with an amount equal to any dividends accrued and unpaid thereon to the date of redemption.

Shares of preferred stock that Bristol-Myers Squibb redeems or otherwise reacquires will resume the status of authorized and unissued shares of preferred stock undesignated as to series, and will be available for subsequent issuance. There are no restrictions on repurchase or redemption of the preferred stock while there is any arrearage on sinking fund installments except as may be set forth in the applicable certificate of designations.

Liquidation

In the event Bristol-Myers Squibb voluntarily or involuntarily liquidates, dissolves or winds up Bristol-Myers Squibb's affairs, the holders of each series of preferred stock will be entitled to receive the liquidation preference per share specified in the applicable certificate of designation, plus any accrued and unpaid dividends. Holders of preferred stock will be entitled to receive these amounts before any distribution is made to the holders of common stock.

If the amounts payable to preferred stockholders are not paid in full, the holders of preferred stock will share ratably in any distribution of assets based upon the aggregate liquidation preference for all outstanding shares for each series. After the holders of shares of preferred stock are paid in full, they will have no right or claim to any of Bristol-Myers Squibb's remaining assets.

Neither the par value nor the liquidation preference is indicative of the price at which the preferred stock will actually trade on or after the date of issuance.

Voting

The holders of preferred stock will be entitled to one vote on each matter properly brought before the holders of the common stock and preferred stock, with the holders of common stock, including in the election of directors, except as provided in the certificate of designations with respect to a particular series. Each holder of

214

TABLE OF CONTENTS

\$2.00 convertible preferred stock shall be entitled to one vote for each share held and, except as otherwise provided by the Bristol-Myers Squibb's certificate of incorporation or by-laws, the shares of such series and the shares of Bristol-Myers Squibb common stock (and any other capital stock of Bristol-Myers Squibb at the time entitled thereto) shall vote together as one class. However, if and whenever accrued dividends on the preferred stock have not been paid or declared and a sum sufficient for the payment thereof set aside, in an amount equivalent to six quarterly dividends on all shares of all series of preferred stock at the time outstanding, then the holders of the preferred stock, voting separately as a class, will be entitled to elect two directors at the next annual or special meeting of the stockholders. During the time the holders of preferred stock are entitled to elect two additional directors, they are not entitled to vote with the holders of common stock in the election of any other directors. If all accumulated dividends on preferred stock have been paid in full, the holders of shares of preferred stock will no longer have the right to vote on directors except as provided for in the applicable certificate of designations, the term of office of each director so elected will terminate, and the number of Bristol-Myers Squibb's directors will, without further action, be reduced accordingly. The vote of the holders of at least two-thirds of the outstanding shares of preferred stock voting only as a class is required to authorize any amendment to Bristol-Myers Squibb's certificate of incorporation or by-laws which would materially alter any existing provisions of the preferred stock or which would authorize a class of preferred stock ranking prior to the outstanding preferred stock as to dividends or assets. In addition, the vote of the holders of at least a majority of the outstanding shares of preferred stock voting together as a class is required to authorize any amendment to Bristol-Myers Squibb's certificate of incorporation authorizing the issuance of or any increase in the authorized amount of any class of preferred stock ranking on a parity with or increasing the number of authorized shares of preferred stock.

Antitakeover Provisions

The provisions of Delaware law, Bristol-Myers Squibb's amended and restated certificate of incorporation and amended and restated bylaws, which are summarized below, may have antitakeover effects and could delay, defer or prevent a tender offer, takeover attempt or other change of control transaction that a stockholder might consider in its best interest.

Delaware Law Antitakeover Statute

Bristol-Myers Squibb is governed by the provisions of Section 203 of the DGCL. In general, Section 203 prohibits a public Delaware corporation from engaging in a business combination with an interested stockholder for a period of three years after the date of the transaction in which the person became an interested stockholder, unless:

- the board of directors approved the acquisition of stock pursuant to which the person became an interested stockholder or the transaction that resulted in the person becoming an interested stockholder prior to the time that the person became an interested stockholder;
- upon consummation of the transaction that resulted in the person becoming an interested stockholder such person owned at least 85% of the outstanding voting stock of the corporation, excluding, for purposes of determining the voting stock outstanding, voting stock owned by directors who are also officers and certain employee stock plans; or
- the transaction is approved by the board of directors and by the affirmative vote of two-thirds of the outstanding voting stock which is not owned by the interested stockholder.

In general, Section 203 defines a business combination to include mergers, asset sales and other transactions resulting in financial benefit to a stockholder and an interested stockholder as a person who, together with affiliates and associates, owns, or within three years did own, 15% or more of the corporation's outstanding voting stock. These provisions may have the effect of delaying, deferring or preventing changes in control of Bristol-Myers Squibb.

Issuance of Undesignated Preferred Stock

The BMS Board has the authority, without stockholder approval, to issue up to 10,000,000 shares of undesignated preferred stock with rights and preferences, to the extent not fixed by certain provisions set forth in the Bristol-Myers Squibb certificate of incorporation, designated from time to time by the BMS Board. As of

215

TABLE OF CONTENTS

January 24, 2019, out of the 10,000,000 shares of authorized preferred stock, 1,300,188 shares have been designated as \$2.00 convertible preferred stock (of which 3,586 shares have been issued and are outstanding). The existence of authorized but unissued shares of preferred stock would enable the BMS Board to render more difficult or to discourage an attempt to obtain control of Bristol-Myers Squibb by means of a merger, tender offer, proxy contest or other means.

No Cumulative Voting

Bristol-Myers Squibb's certificate of incorporation does not provide for cumulative voting.

Size of Board of Directors and Vacancies

Bristol-Myers Squibb's bylaws provide that the total number of Bristol-Myers Squibb directors will be fixed from time to time by a majority vote of the BMS Board. Bristol-Myers Squibb's bylaws further provide that, subject to the rights of holders of any series of preferred stock to elect directors under specific circumstances, any newly created directorships resulting from an increase in the authorized number of directors and any vacancies occurring in the BMS Board, shall be filled by an affirmative vote of a majority of the remaining directors then in office, even if less than a quorum. Any directors so elected shall hold office until the next annual meeting of stockholders and until their successors are elected and qualify.

Amendment to bylaws

Bristol-Myers Squibb's certificate of incorporation provides that the bylaws may be altered, amended or repealed or new bylaws may be made by the affirmative vote of the holders of record of a majority of the shares of Bristol-Myers Squibb entitled to vote, at any annual or special meeting, or, by a vote of the majority of the BMS Board, at any regular or special meeting at which a quorum is present.

Special Stockholder Meetings; Notice Requirements

Bristol-Myers Squibb's bylaws provide that a special meeting of stockholders (1) may be called only by the chairman of the BMS Board or by the BMS Board pursuant to a resolution approved by a majority of the BMS Board and (2) must be called by the secretary upon the written request of the record holders of at least 25% in voting power of the outstanding shares of stock of Bristol-Myers Squibb who have complied with the requirements in Bristol-Myers Squibb's by-laws. Bristol-Myers Squibb's bylaws provide advance notice procedures for stockholders seeking to bring business before its annual meeting of stockholders or to nominate candidates for election as directors at its annual meeting of stockholders. Bristol-Myers Squibb's by-laws also specify certain requirements regarding the form and content of a stockholder's notice.

TABLE OF CONTENTS

DESCRIPTION OF THE CVRS

Contingent Value Rights Agreement

The rights of holders of the CVRs will be governed by and subject to the terms and conditions of a Contingent Value Rights Agreement, which is referred to in this joint proxy statement/prospectus as the CVR agreement, to be entered into at or prior to the completion of the merger by Bristol-Myers Squibb and a trustee selected by Bristol-Myers Squibb and reasonably acceptable to Celgene. The following summary describes the material provisions of the CVR agreement. This summary may not contain all of the information about the CVRs that is important to you. The form of CVR agreement is attached as Annex B to this joint proxy statement/prospectus and is incorporated by reference into this joint proxy statement/prospectus, and we encourage you to read it carefully and in its entirety for a more complete understanding of the CVRs.

If required by applicable law, Bristol-Myers Squibb will use its reasonable best efforts to cause the CVR agreement to be qualified under the Trust Indenture Act. The terms of the CVRs include those that will be stated in the CVR agreement and those that will be made part of the CVR agreement by reference to the applicable provisions of the Trust Indenture Act. If any provision of the CVR agreement limits, qualifies or conflicts with another provision of the CVR agreement that is required to be included in the CVR agreement by any of the provisions of the Trust Indenture Act, the required provision will control.

Characteristics of the CVRs

The CVRs are not equity or voting securities of Bristol-Myers Squibb, do not represent ownership interests in Bristol-Myers Squibb and holders of the CVRs are not entitled to any rights of a stockholder or other equity or voting security of Bristol-Myers Squibb, either at law or in equity. The rights of the CVR holders will be limited to those expressly provided for in the CVR agreement.

Milestone Payment

Each holder of a CVR is entitled to receive \$9.00 per CVR, which is referred to in this joint proxy statement/prospectus as the milestone payment, if the CVR milestone is achieved. CVR milestone in this joint proxy statement/prospectus means the satisfaction of all (but not less than all) of the following: (i) the bb2121 milestone has occurred on or prior to March 31, 2021 (ii) the JCAR017 milestone has occurred on or prior to December 31, 2020 and (iii) the Ozanimod milestone has occurred on or prior to December 31, 2020.

The following terms are defined in the CVR agreement attached as Annex B to this joint proxy statement/prospectus:

bb2121 means a chimeric antigen receptor (CAR) T cell therapy targeting B-cell maturation antigen (BCMA).

bb2121 milestone means the first approval by the FDA of a biologic license application (BLA) that grants Celgene, Bristol-Myers Squibb or any of their respective affiliates, as defined in the CVR agreement, (or their respective successors and assigns) the right to commercially manufacture, market and sell bb2121 in the United States in accordance with applicable law for the treatment of relapsed/refractory multiple myeloma in humans.

JCAR017 means a CAR T cell therapy targeting CD-19.

JCAR017 milestone means the first approval by the FDA of a biologic license application (BLA) that grants Celgene, Bristol-Myers Squibb or any of their respective affiliates, as defined in the CVR agreement, (or their respective successors and assigns) the right to commercially manufacture, market and sell JCAR017 in the United States in

accordance with applicable law for the treatment of any relapsed-refractory diffuse large B cell lymphoma in humans.

Ozanimod means a small molecule sphingosine 1-phosphate receptor modulator, which binds to sphingosine 1-phosphate receptors 1 and 5.

Ozanimod milestone means the first approval by the FDA of a new drug application (NDA) that grants Celgene, Bristol-Myers Squibb or any of their respective affiliates, as defined in the CVR agreement, (or their respective successors and assigns) the right to commercially manufacture, market and sell Ozanimod in the United States in accordance with applicable law for the treatment of relapsing multiple sclerosis in humans.

217

TABLE OF CONTENTS

Payment Date

Payment on the CVRs, if any, will be made no later than 20 business days following the first date on which the CVR milestone is achieved. On or before such date, Bristol-Myers Squibb will pay to the trustee an amount equal to \$9.00 multiplied by the number of outstanding CVRs. The trustee will promptly (but in any event within two business days) pay to each holder of record of the CVRs as of 5:00 p.m. in New York City, three business days prior to such date, an amount equal to \$9.00 multiplied by the number of CVRs held by such holder.

Bristol-Myers Squibb, the trustee or the paying agent may deduct and withhold from any amounts payable under the CVR agreement such amounts as are required to be deducted and withheld under the Code. The consent of the CVR holder is not required for any such withholding.

Issuance of CVRs

The CVRs will be issued following the effective time to the merger to holders of Celgene common stock whose shares have been converted into the right to receive the merger consideration and to the holders of the In-the-Money Options, and may be issued from time to time following the effective time of the merger to holders of certain other Celgene equity awards on the terms set forth in the merger agreement. See *The Merger Agreement—Treatment of Celgene Equity Awards* beginning on page 175 of this joint proxy statement/prospectus for a more detailed explanation.

The CVR agreement provides for authentication of the CVRs by the trustee upon execution and delivery of such CVRs pursuant to the CVR agreement.

Transferability of CVRs; Listing

The CVRs will be freely transferable and any interest therein may be sold, assigned, pledged, encumbered or in any manner transferred or disposed of, in whole or in part, as long as the transfer or other disposition is made in accordance with the applicable provisions of the CVR agreement and in compliance with applicable U. S. federal and state securities laws. A sale or exchange of a CVR would be a taxable transaction. See *Celgene Proposal I: Adoption of the Merger Agreement and Bristol-Myers Squibb Proposal I: Approval of the Stock Issuance—Material U.S. Federal Income Tax Consequences* beginning on page 165 of this joint proxy statement/prospectus for a more detailed explanation.

Bristol-Myers Squibb has agreed to use reasonable best efforts to cause the CVRs to be approved for listing on the NYSE or other national securities exchange and maintain such listing for as long as the CVRs remain outstanding.

Subordination

The CVRs are unsecured obligations of Bristol-Myers Squibb and all payments on the CVRs, all other obligations under the CVR agreement and any rights or claims relating to the CVRs and the CVR agreement will be subordinated in right of payment to the prior payment in full of senior obligations of Bristol-Myers Squibb, including the principal of, premium (if any) and interest on, and all other amounts owing thereon:

- with respect to borrowed money;
- evidenced by notes, debentures, bonds or other similar debt instruments;
- with respect to the net obligations owed under interest rate swaps or similar agreements or currency exchange transactions;
- as a result of reimbursement obligations in respect of letters of credit and similar obligations;
- in respect of capital leases; or

- as a result of guarantees in respect of obligations referred to in the first five bullets above; unless, in any case, the instrument creating or evidencing the foregoing or pursuant to which the foregoing is outstanding provides that such obligations are pari passu to or subordinate in right of payment to the CVRs.

218

TABLE OF CONTENTS

Bristol-Myers Squibb's senior obligations do not include the CVR payments and other obligations under the CVR agreement; trade debt incurred in the ordinary course of business; any intercompany indebtedness between Bristol-Myers Squibb and any of its subsidiaries or affiliates; indebtedness of Bristol-Myers Squibb that is subordinated in right of payment to Bristol-Myers Squibb's senior obligations; indebtedness or other obligations of Bristol-Myers Squibb that by its terms ranks equal or junior in right of payment to the CVR payments and all other obligations under the CVR agreement; indebtedness of Bristol-Myers Squibb that, by operation of applicable law, is subordinate to any general unsecured obligations of Bristol-Myers Squibb; and indebtedness evidenced by any guarantee of indebtedness ranking equal or junior in right of payment to the CVR payments and other obligations under the CVR agreement.

Upon any distribution to creditors of Bristol-Myers Squibb in liquidation, dissolution, bankruptcy, reorganization, insolvency, receivership or similar proceedings of Bristol-Myers Squibb, holders of senior obligations of Bristol-Myers Squibb (as described above) will be entitled to payment in full in cash of all such obligations prior to any payment being made on the CVRs. In addition, Bristol-Myers Squibb may not make any payment or distribution to any CVR holder of the CVR payments or other obligation under the CVR agreement or acquire from any CVR holder for cash any CVR, or propose the foregoing:

- if any default on any senior obligations exceeding \$25 million in aggregate principal amount would occur as a result of such payment, distribution or acquisition;
- during the continuance of any payment default in respect of any senior obligations (after expiration of any applicable grace period) exceeding \$25 million in aggregate principal amount;
- if the maturity of any senior obligations representing more than \$25 million in aggregate principal amount is accelerated in accordance with its terms and such acceleration has not been rescinded; or following the occurrence of any default (other than a payment default, and after the expiration of any applicable grace period) with respect to any senior obligations with an aggregate principal amount of more than \$25 million, the effect of which is to permit the holders of such senior obligations (or a trustee or agent acting on their behalf) to cause, with the giving of notice if required, the maturity of such senior obligations to be accelerated, for a period commencing upon the receipt by the trustee (with a copy to Celgene) of a written notice of such default from the representative of the holders of such senior obligations and ending when such senior obligations are paid in full in cash or cash equivalents or, if earlier, when such default is cured or waived.

Reporting Obligations

The CVR agreement provides that Bristol-Myers Squibb will file with the trustee within 15 days after Bristol-Myers Squibb is required to file the same with the SEC, copies of the annual reports and of the information, documents and other reports (or copies of such portions of the foregoing as the SEC may from time to time by rules and regulations prescribe) which Bristol-Myers Squibb is required to file with the SEC pursuant to Section 13 or Section 15(d) of the Exchange Act.

Diligent Efforts

Bristol-Myers Squibb has agreed to use diligent efforts to achieve the CVR milestone. Diligent efforts means, with respect to bb2121, JCAR017 or Ozanimod, efforts of a person or entity to carry out its obligations in a diligent manner using such effort and employing such resources normally used by such person or entity in the exercise of its reasonable business discretion relating to the research, development or commercialization of a product, that is of similar market potential at a similar stage in its development or product life, taking into account issues of market exclusivity (including patent coverage, regulatory and other exclusivity), safety and efficacy, product profile (including tolerability and convenience), the competitiveness of alternate products in the marketplace or under development, the launch or sales of one or more generic or biosimilar products, actual or likely pricing/reimbursement

for bb2121, JCAR017 or Ozanimod, the likely timing of such product's entry into the market, the likelihood of regulatory approval of such product and applicable labeling, and the profitability of such product, and other relevant factors, including technical, commercial, legal, scientific, and/or medical factors, based on conditions then prevailing.

219

TABLE OF CONTENTS

Covenants

The CVR agreement provides that while any CVRs remain outstanding, Bristol-Myers Squibb will not merge or consolidate with or into any other person or sell or convey all or substantially all of its assets to any person, unless (i) Bristol-Myers Squibb is the continuing person, or the successor person or the person that acquires by sale or conveyance substantially all the assets of Bristol-Myers Squibb (including the shares of Celgene) is a person organized under the laws of the United States or any state thereof, the European Union or the United Kingdom and expressly assumes, by an agreement, executed and delivered to the trustee the due and punctual payment of the milestone payment, and the due and punctual performance and observance of all of the covenants and conditions of the CVR agreement to be performed or observed by the Bristol-Myers Squibb and (ii) Bristol-Myers Squibb, its successor or the person that acquires substantially all of its assets would not be in default in any material respect of the covenants and conditions of the CVR agreement immediately following the merger, sale or conveyance.

The CVR agreement also provides that, if Bristol-Myers Squibb or its affiliates, directly or indirectly, by a sale or swap of assets, merger, reorganization, joint venture, lease, license or any other transaction or arrangement, sells, transfers, conveys or otherwise disposes of its respective rights to bb2121, JCAR017 or Ozanimod to a third party, then the applicable milestone for such product will be deemed to have been satisfied for all purposes under the CVR agreement as of the earlier of the entry into a definitive agreement with respect to, and the consummation of, the transaction or arrangement involving such sale, transfer, conveyance or other disposition. However, Bristol-Myers Squibb may use contract research organizations, contract manufacturing organizations, contract sales organizations, subcontractors and distributors in the ordinary course of business to perform research, development, manufacturing and communalization activities without triggering the applicable milestone.

Events of Default

Each one of the following events is an event of default under the CVR agreement:

- default in the payment of all or any part of the milestone payment after a period of ten business days after it becomes due and payable;
- material default in the performance, or breach in any material respect, of any other covenant or warranty of Bristol-Myers Squibb in respect of the CVRs, and continuance of such default or breach for 90 days after
- written notice has been given to Bristol-Myers Squibb by the trustee, or to Bristol-Myers Squibb and the trustee by the holders of a majority of the outstanding CVRs, specifying such default or breach and requiring it to be remedied;
- a court of competent jurisdiction entering a decree or order for relief in respect of Bristol-Myers Squibb in an involuntary case under any applicable bankruptcy, insolvency or other similar law, or appointing a receiver, liquidator, assignee, custodian, trustee or sequestrator (or similar official) of Bristol-Myers Squibb or for any substantial part of its property or ordering the winding up or liquidation of its affairs, and such decree or order remaining unstayed and in effect for a period of 90 consecutive days; or
- Bristol-Myers Squibb commencing a voluntary case under any applicable bankruptcy, insolvency or other similar law now or hereafter in effect, or consenting to the entry of an order for relief in an involuntary case
- under any such law, or consent to the appointment of or taking possession by a receiver, liquidator, assignee, custodian, trustee or sequestrator (or similar official) of Bristol-Myers Squibb or for any substantial part of its property, or making any general assignment for the benefit of creditors.

If an event of default described above occurs and is continuing, then either the trustee, or the trustee upon the written request of holders of a majority of the outstanding CVRs, must bring suit to protect the rights of the holders, including to obtain payment for any amounts then due and payable, which amounts will bear interest at a rate of 3% plus the prime rate of interest until payment is made to the trustee.

The foregoing provisions, however, are subject to the condition that if, at any time after the trustee has begun suit, and before any judgment or decree for the payment of the moneys due has been obtained or entered, Bristol-Myers Squibb pays or deposits with the trustee a sum sufficient to pay all amounts which have become due (with interest upon such overdue amount at a rate of 3% plus the prime rate of interest to the date of such payment or deposit) and such amount as is sufficient to cover reasonable compensation to the trustee, its agents, attorneys and counsel, and all other expenses and liabilities incurred and all advances made, by the trustee, and if any and all events of default under the

TABLE OF CONTENTS

CVR agreement have been cured, waived or otherwise remedied as provided herein, then the holders of a majority of all the CVRs then outstanding, by written notice to Bristol-Myers Squibb and to the trustee, may waive all defaults with respect to the CVRs, but no such waiver or rescission and annulment will extend to or will affect any subsequent default or shall impair any right consequent thereof.

Bristol-Myers Squibb has agreed to file with the trustee written notice of the occurrence of any event of default or other default under the CVR agreement within five business days after it becomes aware of any such default or event of default.

Repurchase by Bristol-Myers Squibb and Affiliates

The CVR agreement does not prohibit Bristol-Myers Squibb or any of its subsidiaries or affiliates from acquiring the CVRs, whether in open market transactions, private transactions or otherwise.

Amendment of CVR Agreement without Consent of CVR Holders

Without the consent of any CVR holders, Bristol-Myers Squibb and the trustee may amend the CVR agreement for any of the following purposes:

- to convey, transfer, assign, mortgage or pledge to the trustee as security for the CVRs any property or assets;
- to evidence the succession of another person to Bristol-Myers Squibb, and the assumption by any such successor of the covenants of Bristol-Myers Squibb in the CVR agreement and in the CVRs;
- to add to Bristol-Myers Squibb's covenants such further covenants, restrictions, conditions or provisions as Bristol-Myers Squibb and the trustee consider to be for the protection of the holders of CVR, and to make the occurrence, or the occurrence and continuance, of a default in any such additional covenants, restrictions, conditions or provisions an event of default permitting the enforcement of all or any of the several remedies provided in the CVR agreement, provided that in respect of any such additional covenant, restriction, condition or provision, such amendment may (i) provide for a particular grace period after default, (ii) provide for an immediate enforcement upon such event of default, (iii) limit the remedies available to the trustee upon such event of default, or (iv) limit the right of the holders of a majority of the outstanding CVRs to waive an event of default;
- to cure any ambiguity, to correct or supplement any provision in the CVR agreement or in the CVRs which may be defective or inconsistent with any other provision in the CVR agreement, provided that these provisions may not materially reduce the benefits of the CVR agreement or the CVRs to the CVR holders;
- to make any other provisions with respect to matters or questions arising under the CVR agreement, provided that such provisions may not adversely affect the interests of the CVR holders;
- to make any amendments or changes necessary to comply or maintain compliance with the Trust Indenture Act, if applicable; or
- to make any other change that does not adversely affect the interests of the CVR holders.

Amendment of CVR Agreement with Consent of CVR Holders

With the consent of the holders of at least a majority of the outstanding CVRs, Bristol-Myers Squibb and the trustee may make other amendments to the CVR agreement, provided that no such amendment may, without the consent of each holder of a CVR affected thereby:

- modify in a manner adverse to the CVR holders (i) any provision contained in the CVR agreement with respect to the termination of the CVR agreement or the CVRs or (ii) the time for payment and amount of the milestone payment or otherwise extend the maturity of the CVRs or reduce the amounts payable in respect of the CVRs or modify any other payment term or payment date;

- reduce the number of CVRs, the consent of whose holders is required for any such amendment; or modify any of the provisions of the CVR agreement regarding amendments to the CVR agreement, except to
- increase the percentage of outstanding CVRs required for an amendment or to provide that certain other provisions of the CVR agreement cannot be modified or waived without the consent of each CVR holder affected by such modification or waiver.

TABLE OF CONTENTS**STOCK OWNERSHIP OF AND VOTING BY BRISTOL-MYERS SQUIBB DIRECTORS AND EXECUTIVE OFFICERS AND CERTAIN STOCKHOLDERS**

The following table sets forth, as of January 24, 2019 (except as otherwise noted), beneficial ownership of shares of Bristol-Myers Squibb common stock by each director, each of the named executive officers and all directors and executive officers as a group, and all persons known by the BMS Board to be beneficial owners of more than five percent of the outstanding shares of Bristol-Myers Squibb common stock. Shares are beneficially owned when an individual has voting and/or investment power over the shares or could obtain voting and/or investment power over the shares within 60 days. Voting power includes the power to direct the voting of the shares and investment power includes the power to direct the disposition of the shares. Unless otherwise noted, shares listed below are owned directly or indirectly with sole voting and investment power. None of Bristol-Myers Squibb's directors and executive officers, individually or as a group, beneficially owns greater than 1% of Bristol-Myers Squibb's outstanding shares of common or preferred stock. There are no beneficial owners of more than 5% of the outstanding shares of Bristol-Myers Squibb's preferred stock.

Name	Bristol-Myers Squibb Company		
	Total Common Shares Owned ⁽¹⁾	Common Shares Underlying Options or Stock Units ⁽²⁾	Common Shares Underlying Deferred Share Units ⁽³⁾
P. J. Arduini	14,961	0	14,961
C. A. Bancroft	455,312	115,506	0
R. J. Bertolini	10,497	0	10,100
G. Caforio, M.D.	467,537	174,499	0
M. W. Emmens	10,457	0	10,197
M. Grobstein	78,862	0	75,479
A. J. Lacy	67,895	0	65,590
S. Leung	686,113	215,326	0
T. J. Lynch, Jr., M.D.	21,343	5,864	0
D. C. Paliwal	35,541	0	22,606
T. R. Samuels	31,103	0	9,102
V. L. Sato, Ph.D.	61,108	0	61,108
S. Schmukler	69,557	0	69,557
G. L. Storch	44,743	0	44,743
K. H. Vousden, Ph.D.	3,786	0	3,786
All Directors and Executive Officers as a Group ⁽⁴⁾	2,445,295	634,420	317,672
Wellington Management Group LLP ⁽⁵⁾	136,601,722	—	—
The Vanguard Group ⁽⁶⁾	131,699,595	—	—
BlackRock, Inc. ⁽⁷⁾	115,573,078	—	—

(1) Consists of direct and indirect ownership of shares, shares credited to the accounts of the executive officers under the Bristol-Myers Squibb Company Savings and Investment Program, stock options that are currently exercisable, restricted stock units that vest within 60 days, the target number of market share units that vest within 60 days and deferred share units.

- Consists of shares underlying stock options that are currently exercisable, restricted stock units that vest within 60
- (2) days, and the target number of market share units that vest within 60 days. None of these shares have any voting rights.
 - (3) Consists of deferred share units that are valued according to the market value and stockholder return on equivalent shares of common stock. Deferred share units have no voting rights.
 - (4) Includes 22 individuals.

Each of Bristol-Myers Squibb's directors and executive officers is expected, as of the date of this joint proxy statement/prospectus, to vote his or her shares of Bristol-Myers Squibb stock FOR the stock issuance and FOR the Bristol-Myers Squibb adjournment proposal, although none of Bristol-Myers Squibb's directors and executive officers has entered into any agreement requiring them to do so.

- This information is based on the Schedule 13G/A filed by Wellington Management Group LLP with the SEC on February 12, 2019 reporting beneficial ownership as of December 31, 2018. The reporting person has sole voting
- (5) power with respect to zero shares, shared voting power with respect to 35,247,592 shares, sole dispositive power with respect to zero shares and shared dispositive power with respect to 136,601,722 shares. The address of the reporting person is c/o Wellington Management Company LLP, 280 Congress Street, Boston, MA 02210.

TABLE OF CONTENTS

This information is based on the Schedule 13G/A filed by The Vanguard Group with the SEC on February 11, 2019 reporting beneficial ownership as of December 31, 2018. The reporting person has sole voting power with respect to 1,959,851 shares, shared voting power with respect to 376,305 shares, sole dispositive power with respect to 129,401,437 shares and shared dispositive power with respect to 2,298,158 shares. The address of the reporting person is 100 Vanguard Blvd., Malvern, PA 19355.

(6) This information is based on the Schedule 13G/A filed by BlackRock, Inc. with the SEC on February 4, 2019 reporting beneficial ownership as of December 31, 2018. The reporting person has sole voting power with respect to 99,298,503 shares, shared voting power with respect to zero shares, sole dispositive power with respect to 115,573,078 shares and shared dispositive power with respect to zero shares. The address of the reporting person is 55 East 52nd Street, New York, NY 10022.

TABLE OF CONTENTS**STOCK OWNERSHIP OF AND VOTING BY CELGENE DIRECTORS AND EXECUTIVE OFFICERS AND CERTAIN STOCKHOLDERS**

The table below sets forth the beneficial ownership of Celgene common stock as of January 29, 2019 (except as otherwise noted) by (i) each director of Celgene, (ii) each named executive officer for fiscal 2018 of Celgene, (iii) all current directors and executive officers of Celgene as a group and (iv) all persons known by the Celgene Board to be beneficial owners of more than five percent of the outstanding shares of Celgene common stock. Shares of Celgene common stock subject to options that are exercisable or that will become exercisable within 60 days after January 29, 2019 and restricted stock units, which are referred to in this joint proxy statement/prospectus as RSUs, that will vest within 60 days of January 29, 2019 are deemed outstanding and reflected in the amount of beneficial ownership column and for computing the ownership percentage of the stockholder holding such securities, but are not deemed outstanding for computing the ownership percentage of any other stockholder. Vested RSUs are included as Celgene common stock. Shares underlying Performance Stock Units (PSUs) are not deemed outstanding until earned and are not included in the table. As of January 29, 2019, there were 701,024,507 shares of Celgene common stock outstanding. Unless otherwise noted, the address of each stockholder listed in the table is c/o Celgene Corporation, 86 Morris Avenue, Summit, New Jersey 07901.

Name and Address of Beneficial Ownership	Amount and Nature of Beneficial Ownership	Percent of Class
Mark J. Alles	911,605 (1)	*
David V. Elkins	103,913 (2)	*
Peter N. Kellogg	438,111 (3)	*
S. J. Rupert Vessey, MA, BM BCh, FRCP, D.Phil.	220,464 (4)	*
Alise Reicin	42,500 (5)	*
Terrie Curran	151,262 (6)	*
Richard W. Barker, D.Phil., OBE	116,614 (7)	*
Hans E. Bishop	46,354 (8)	*
Michael Bonney	57,816 (9)	*
Michael D. Casey	288,411 (10)	*
Carrie S. Cox	163,846 (11)	*
Michael A. Friedman, M.D.	87,754 (12)	*
Julia A. Haller, M.D.	46,016 (13)	*
Patricia A. Hemingway Hall	23,266 (14)	*
James J. Loughlin	209,834 (15)	*
Ernest Mario, Ph.D.	123,703 (16)	*
John H. Weiland	28,841 (17)	*
All directors and executive officers as a group (19 persons)	3,316,862 (1-17)	*
BlackRock, Inc. 40 East 52nd Street New York, New York 10022	53,650,909 (18)	7.7 %
The Vanguard Group, Inc. 100 Vanguard Blvd.	52,557,183 (19)	7.5 %

Malvern, PA 19355

- Consists of 192,369 shares of Celgene common stock, 679,371 shares of Celgene common stock underlying stock options, 6,056 shares of Celgene common stock held in our 401(k) Plan and 33,809 shares of Common Stock underlying PSUs vesting within 60 days (subject to share withholding for taxes on the vesting date) for the benefit of Mr. Alles.
- (1)
- (2) Consists of 103,913 shares of Celgene common stock underlying stock options for the benefit of Mr. Elkins. Consists of 53,288 shares of Celgene common stock, 369,551 shares of Celgene common stock underlying stock options and 480 shares of Celgene common stock held in our 401(k) Plan and 14,792 shares of Celgene common stock underlying PSUs vesting within 60 days (subject to share withholding for taxes on the vesting date) for the benefit of Mr. Kellogg.
- (3)
- (4) Consists of 7,253 shares of Celgene common stock, 212,794 shares of Celgene common stock underlying stock options and 417 shares of Celgene common stock held in our 401(k) Plan for the benefit of Mr. Vessey.

224

TABLE OF CONTENTS

- (5) Consists of 42,500 shares of Celgene common stock underlying stock options for the benefit of Dr. Reicin.
- (6) Consists of 7,920 shares of Celgene common stock, 142,611 shares of Celgene common stock underlying stock options and 731 shares of Celgene common stock held in our 401(k) Plan for the benefit of Ms. Curran.
- (7) Consists of 12,548 shares of Celgene common stock and 104,066 shares of Celgene common stock underlying stock options for the benefit of Dr. Barker.
- (8) Consists of 23,088 shares of Celgene common stock and 23,266 shares of Celgene common stock underlying stock options for the benefit of Mr. Bishop.
- (9) Consists of 1,050 shares of Celgene common stock, 54,766 shares of Celgene common stock underlying stock options and 2,000 shares of Celgene common stock held by a family trust of which Mr. Bonney is trustee.
- (10) Consists of 117,813 shares of Celgene common stock held by a family trust of which Mr. Casey is a trustee and 170,598 shares of Celgene common stock underlying stock options.
- (11) Consists of 30,080 shares of Celgene common stock and 133,766 shares of Celgene common stock underlying stock options for the benefit of Ms. Cox.
- (12) Consists of 18,688 shares of Celgene common stock held by a family trust of which Dr. Friedman is a trustee and 69,066 shares of Celgene common stock underlying stock options.
- (13) Consists of 1,250 shares of Celgene common stock and 44,766 shares of Celgene common stock underlying stock options for the benefit of Dr. Haller.
- (14) Consists of 23,266 shares of Celgene common stock underlying stock options for the benefit of Ms. Hemingway Hall.
Consists of 37,436 shares of Celgene common stock, 170,598 shares of Celgene common stock underlying stock options and 1,800 shares of Celgene common stock owned by family trusts of which Mr. Loughlin's spouse is a trustee.
- (15) Consists of 57,913 shares of Celgene common stock, 65,466 shares of Celgene common stock underlying stock options and 324 shares of Celgene common stock owned by Dr. Mario's spouse.
- (16) Consists of 5,575 shares of Celgene common stock and 23,266 shares of Celgene common stock underlying stock options for the benefit of Mr. Weiland.
- (17) Information regarding BlackRock, Inc., as of December 31, 2018, was obtained from an amendment to Schedule 13G filed by BlackRock, Inc. with the SEC on February 4, 2019.
- (18) Information regarding The Vanguard Group, Inc., as of December 31, 2018, was obtained from an amendment to Schedule 13G filed by The Vanguard Group, Inc. with the SEC on February 11, 2019.
- (19)

TABLE OF CONTENTS**COMPARISON OF STOCKHOLDER RIGHTS**

The rights of Bristol-Myers Squibb stockholders are currently governed by Delaware law and Bristol-Myers Squibb's certificate of incorporation and by-laws. The rights of Celgene stockholders are currently governed by Delaware law and Celgene's certificate of incorporation and by-laws. Following completion of the merger, the rights of Celgene stockholders who become stockholders of Bristol-Myers Squibb in the merger will be governed by Delaware law and Bristol-Myers Squibb's certificate of incorporation and Bristol-Myers Squibb's by-laws.

The following discussion summarizes the material differences between the current rights of Celgene stockholders and the current rights of Bristol-Myers Squibb stockholders. These differences arise from the governing instruments of the two companies.

Although it is impracticable to compare all of the aspects in which Bristol-Myers Squibb's and Celgene's governing instruments differ with respect to stockholder rights, the following discussion summarizes certain material differences between them. This summary is not intended to be complete, and it is qualified in its entirety by reference to Bristol-Myers Squibb's certificate of incorporation and by-laws and Celgene's certificate of incorporation and by-laws. In addition, the identification of some of the differences in the rights of these stockholders as material is not intended to indicate that other differences that are equally important do not exist. Bristol-Myers Squibb and Celgene urge you to carefully read this entire joint proxy statement/prospectus and the other documents to which Bristol-Myers Squibb and Celgene refer in this joint proxy statement/prospectus for a more complete understanding of the differences between the rights of a Bristol-Myers Squibb stockholder and the rights of a Celgene stockholder. Bristol-Myers Squibb and Celgene have filed with the SEC their respective governing documents referenced in this comparison of stockholder rights and will send copies of these documents to you, without charge, upon your written or telephonic request. See "Where You Can Find More Information" beginning on page 251 of this joint proxy statement/prospectus.

Material Differences in Stockholder Rights

	Bristol-Myers Squibb Stockholder Rights	Celgene Stockholder Rights
Authorized Capital Stock	As of January 31, 2019, the authorized capital stock of Bristol-Myers Squibb consists of (i) 4,500,000,000 shares of common stock, par value \$0.10 per share and (ii) 10,000,000 shares of preferred stock, par value \$1.00 per share.	As of January 31, 2019, the authorized capital stock of Celgene consists of (i) 1,150,000,000 shares of common stock, par value \$0.01 per share, and (ii) 5,000,000 shares of preferred stock, par value \$0.01 per share.
	The BMS Board is authorized, without stockholder approval, to issue shares of preferred stock from time to time in one or more series and to fix and state, to the extent not fixed by the certain provisions set forth in the Bristol-Myers Squibb certificate of incorporation and subject to limitations prescribed by Delaware law, the voting powers, designations, preferences and relative, participating, optional and other special rights of the shares of each such series and the	The Celgene Board is authorized, without stockholder approval, to issue shares of authorized preferred stock from time to time in one or more series and to fix, to the extent permitted by Delaware law, the designations, powers, preferences and rights and the qualifications, limitations and restrictions of each series of preferred stock.

qualifications, limitations and restrictions
thereof.

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

As of January 24, 2019, there were outstanding (i) 1,632,464,617.509 shares of Bristol-Myers Squibb common stock, (ii) 3,605 shares of Bristol-Myers Squibb convertible preferred stock.

Celgene Stockholder Rights

As of January 29, 2019, there were outstanding (i) 701,024,507 shares of Celgene common stock and (ii) no shares of Celgene preferred stock.

Number of Directors

The BMS Board currently has 11 members.

The Celgene Board currently has 12 members.

Bristol-Myers Squibb's by-laws currently provide that the number of directors constituting the whole board of directors is fixed by a majority vote of the board of directors.

Celgene's by-laws currently provide that the number of members of the Celgene Board shall consist of no less than three and no more than 15 directors; provided, however, that a vote of a majority of the then-authorized number of directors may increase or decrease the number of directors.

Bristol-Myers Squibb does not have a classified board of directors. Bristol-Myers Squibb's by-laws provide that the directors shall be elected at any meeting of Bristol-Myers Squibb stockholders for the election of directors at which a quorum is present and shall serve until the next succeeding annual meeting of stockholders and until their respective successors have been elected and qualified.

Delaware law permits classified boards of directors. Celgene's by-laws and certificate of incorporation do not provide for a classified board of directors.

Election of Directors

Bristol-Myers Squibb's by-laws provide for a majority vote standard for uncontested elections of directors and a plurality of votes standard for contested elections of directors. Under Bristol-Myers Squibb's by-laws, a majority of votes cast means that the number of votes for a director's election must exceed the number of votes cast against that director's election (with abstentions and broker nonvotes not counted as a vote cast either for or against that director's election).

Under Delaware law, directors are elected annually. Celgene's by-laws provide that, at any meeting duly called and held for the election of directors at which a quorum is present, each nominee for director shall be elected to the board of directors if the votes cast for such nominee's election exceed the votes cast against such nominee's election; provided, however, that directors shall be elected by a plurality of the votes cast by the holders (acting as such) of shares of stock of Celgene entitled to elect such directors at any meeting of stockholders for which the number of nominees exceeds the number of directors to be elected in a contested election. If directors are to be elected by a plurality of the votes cast, stockholders shall not be permitted to vote against a nominee.

TABLE OF CONTENTS

	Bristol-Myers Squibb Stockholder Rights	Celgene Stockholder Rights
Removal of Directors	Under Delaware law, directors may be removed, with or without cause, by the affirmative vote of holders of a majority of the shares of stock outstanding and entitled to vote at an election of directors.	Under Delaware law and Celgene's by-laws, any director or the entire board of directors may be removed, with or without cause, by the affirmative vote of holders of a majority of the shares of stock outstanding and entitled to vote at an election of directors.
Voting	Each holder of Bristol-Myers Squibb common stock is entitled to one vote per share of Bristol-Myers Squibb common stock.	Under Delaware law, each holder of Celgene common stock is entitled to one vote per share of Celgene common stock.
Cumulative Voting	Under Delaware law, Bristol-Myers Squibb stockholders are not entitled to cumulative voting unless it is expressly provided for in the certificate of incorporation. Bristol-Myers Squibb's certificate of incorporation does not provide for cumulative voting.	Under Delaware law, Celgene stockholders are not entitled to cumulative voting unless it is expressly provided for in the certificate of incorporation. Celgene's certificate of incorporation does not provide for cumulative voting.
Vacancies on the Board of Directors	Under Delaware law and Bristol-Myers Squibb's by-laws, vacancies in the BMS Board, from any cause whatsoever, including vacancies created by an increase in the number of directors, shall be filled by an affirmative vote of a majority of the remaining directors, even if less than a quorum.	Celgene's by-laws provide that vacancies on the board of directors caused by death, resignation, removal, disqualification, or other cause, or additional directorships resulting from an increase in the number of directors, may be filled at any time by a majority of directors then in office, even though less than a quorum remains, or in the case of any vacancy in the office of any director, by the stockholders. Any director so chosen shall hold office until his successor shall have been elected and qualified; or, if the person so chosen is a director elected to fill a vacancy, he shall hold office for the unexpired term of his predecessor.
Special Meeting of the Board of Directors	A special meeting of the BMS Board may be called by direction of the chairman of the board of directors, the lead independent director, if one shall be appointed by the board of directors, or any three of the directors then in office.	Celgene's by-laws provide that special meetings of the Celgene Board may be called by the executive chairman of the board, the chief executive officer, the president or a majority of the directors then in office.

TABLE OF CONTENTS

	Bristol-Myers Squibb Stockholder Rights	Celgene Stockholder Rights
Stockholder Action by Written Consent	Under Bristol-Myers Squibb’s certificate of incorporation and bylaws, any action required or permitted to be taken by the stockholders of the corporation must be effected at a duly called annual or special meeting of such stockholders and may not be effected by any consent in writing by such stockholders.	Celgene’s certificate of incorporation does not provide that action cannot be taken by the stockholders of Celgene by written consent. Accordingly, by default DGCL Section 228 applies and provides that any action required by statute to be taken at any annual or special meeting of the stockholders, or any action which may be taken at any annual or special meeting of the stockholders, may be taken by written consent if the written consent is signed by the holders of outstanding stock having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all shares entitled to vote thereon were present and voted.
Amendment to Certificate of Incorporation	Under Delaware law, an amendment to Bristol-Myers Squibb’s certificate of incorporation requires (i) a resolution of the BMS Board recommending that the amendment be approved by stockholders, (ii) the approval of a majority of the outstanding stock entitled to vote upon the proposed amendment and (iii) the approval of the holders of a majority of the outstanding stock of each class entitled to vote thereon as a class, if any. Under Bristol-Myers Squibb’s certificate of incorporation, Bristol-Myers Squibb reserves the right to amend its certificate of incorporation in any manner permitted by Delaware law and, with the sole exception of the rights and powers conferred under the provision of the certificate of incorporation with respect to liability of directors for breaches of fiduciary duties, all rights and powers conferred herein on Bristol-Myers Squibb’s stockholders, if any, are subject to such reserved power.	Under Delaware law, an amendment to Celgene’s certificate of incorporation requires (i) a resolution of the Celgene Board recommending that the amendment be approved by stockholders, (ii) the approval of a majority of the outstanding stock entitled to vote upon the proposed amendment and (iii) the approval of the holders of a majority of the outstanding stock of each class entitled to vote thereon as a class, if any.

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

Celgene Stockholder Rights

Amendment of By-laws

Bristol-Myers Squibb’s certificate of incorporation and by-laws provide that the by-laws may be altered, amended or repealed or new by-laws may be made by the affirmative vote of the holders of record of a majority of the shares entitled at the time to vote at any annual or special meeting, or by the affirmative vote of a majority of the directors cast at any regular or special meeting at which a quorum is present.

Celgene’s by-laws provide that the holders of shares entitled at the time to vote for the election of directors have power to adopt, amend, or repeal the by-laws by vote of not less than a majority of such shares, and except as otherwise provided by law, the board of directors has power equal in all respects to that of the stockholders to adopt, amend, or repeal the by-laws by vote of not less than a majority of the entire board.

Special Stockholder Meetings

Bristol-Myers Squibb’s by-laws provide that special meetings of the stockholders may be called only by the chairman of the board or by the board of directors.

Celgene’s by-laws provide that special meetings of the stockholders may be called, for any purpose or purposes, by the chairman of the board of directors, if any, the chief executive officer, the president, the secretary, or a majority of the board of directors at any time.

In addition, a special meeting of the stockholders must be called by the secretary upon the written request of the record holders of at least 25% in voting power of the outstanding shares of stock of Bristol-Myers Squibb, which is referred to in this joint proxy statement/prospectus as the Requisite Percent, who have complied with the requirements in Bristol-Myers Squibb’s by-laws, which is referred to in this joint proxy statement/prospectus as the Stockholder Requested Special Meeting.

In addition, a special meeting of stockholders must be called by the board of directors upon the written request to the secretary of one or more record holders of shares of Celgene stock representing in the aggregate not less than 25% of the outstanding shares of each class of stock of Celgene entitled to vote, which shares are reasonably determined by the board of directors to be Net Long Shares. Net Long Shares are defined in Celgene’s by-laws to mean shares of stock as to which a stockholder possesses the sole power to vote or direct the voting, the sole economic incidents of ownership and the sole power to dispose of or direct the disposition. Net Long Shares exclude any shares (a) sold by such stockholder in any transaction that has not been settled or closed, (b) borrowed by such stockholder for any purposes or purchased by such stockholder pursuant to an agreement to resell, or (c) subject to any option, warrant, derivative or other agreement or

In order for a Stockholder Requested Special Meeting to be called, one or more requests for a special meeting must be signed by the Requisite Percent of record holders (or their duly authorized agents) and delivered to the Secretary, each of which is referred to in this joint proxy statement/prospectus as a Special Meeting Request and, collectively, the Special Meeting Requests. The Special Meeting Request(s) shall be sent to the secretary at the principal executive offices of Bristol-Myers Squibb by registered mail, return receipt requested.

The Special Meeting Request(s) shall (i) set forth a statement of the specific purpose(s) of the meeting, the understanding, whether any such arrangement is to be settled with shares of stock or with cash based on the notional amount of shares subject thereto, in any such case which has, or is intended to have, the purpose or

TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

matter(s) proposed to be acted on at the special meeting and the reasons for conducting such business at the special meeting, (ii) set forth the text of any proposal or business to be considered at the special meeting (including the text of any resolutions proposed to be considered and in the event that such business includes a proposal to amend the by-laws, the language of the proposed amendment), (iii) bear the date of signature of each such stockholder (or duly authorized agent) signing the Special Meeting Request(s), (iv) set forth (A) the name and address, as they appear in Bristol-Myers Squibb's stock ledger, of each stockholder of record signing such request (or on whose behalf the Special Meeting Request(s) is signed) and the name and address of any beneficial owner on whose behalf such request is made and (B) the class, if applicable, and number of shares of stock of Bristol-Myers Squibb that are owned of record and beneficially by each such stockholder and any such beneficial owner on whose behalf the Special Meeting Request(s) is made, (v) set forth any material interest of each stockholder signing such request or of any beneficial owner on whose behalf such request is made in the business proposed to be conducted at the special meeting, (vi) include a representation that the stockholders submitting the Special Meeting Request(s) and such beneficial owners, if any, on whose behalf such request is made, intend to appear in person or by proxy at the special meeting to present the proposal(s) or business to be brought before the special meeting, (vii) include a representation whether the stockholders or the beneficial owners, if any, intend or are part of a group which intends to solicit proxies or votes with respect to the proposals or business to be presented at the special meeting, (viii) set forth all information relating to each such

Celgene Stockholder Rights

effect of (i) reducing such stockholder's rights to vote and to dispose of any of such shares, or (ii) offsetting gain or loss arising from the sole economic ownership of such shares by such stockholder.

To be in proper form, a special meeting request must be signed by each stockholder or (its qualified representative) requesting the special meeting and must set forth: (i) a brief description of each matter of business desired to be brought before the special meeting and the reasons for conducting such business at the special meeting (including the text of any resolutions to be proposed for consideration by stockholders) (ii) the name and record address, as they appear on Celgene's books, of each stockholder requesting the special meeting (iii) the class or series and number of shares of capital stock of Celgene which are owned by each stockholder requesting the special meeting, including shares beneficially owned and shares held of record (iv) (A) a description of any agreement, arrangement or understanding that has been entered into as of the date of such notice by each stockholder requesting the special meeting, if any, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of each such person or any of its affiliates or associates with respect to shares of stock of Celgene, and any performance-related fees to which each such party is directly or indirectly entitled based on any increase or decrease in the value of shares of Celgene and (B) a representation that each stockholder requesting the special meeting will notify Celgene in writing of any information required to be disclosed in clause (iv) that is in effect as of the record date for the special meeting not later than five business days following the later of the record date

stockholder or of such beneficial owner or the date notice of the record date is first
that must be disclosed in solicitations of publicly disclosed (v) a
proxies for election of

TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

directors in an election contest (even if an election contest is not involved), or is otherwise required, in each case pursuant to Regulation 14A under the Exchange Act and (ix) contain such other information, if applicable, which shall be set forth in a stockholder's notice required by Bristol-Myers Squibb's bylaws. A stockholder may revoke his, her or its request for a special meeting at any time by written revocation delivered to the Bristol-Myers Squibb secretary. If, following such revocation, there are unrevoked requests from stockholders holding in the aggregate less than the Requisite Percent, the BMS Board, in its discretion, may cancel the Stockholder Requested Special Meeting.

The Bristol-Myers Squibb secretary shall not be required to call a Stockholder Requested Special Meeting if (i) the Special Meeting Request(s) relates to an item of business that is not a proper subject for stockholder action under applicable law, (ii) the Special Meeting Request(s) is received by Bristol-Myers Squibb during the period commencing 90 days prior to the first anniversary of the date of the immediately preceding annual meeting and ending on the date of the next annual meeting, (iii) an identical or substantially similar item (a Similar Item was presented at a meeting of the stockholders held within 90 days prior to receipt by Bristol-Myers Squibb of such Special Meeting Request(s) (and, for purposes of this clause (iii), the nomination, election or removal of directors shall be deemed a Similar Item with respect to all items of business involving the nomination, election or removal of directors, the changing the size of the BMS Board and the filling of vacancies and/or newly created directorships), (iv) the BMS Board calls an

Celgene Stockholder Rights

description of all arrangements or understandings between each stockholder requesting the special meeting and any other person or persons (including their names) in connection with the proposal of such business desired to be brought before the special meeting by each stockholder requesting the special meeting and any material interest of each stockholder requesting the special meeting in such business desired to be brought before the special meeting (vi) a representation that each stockholder requesting the special meeting intends to appear in person or by proxy at the special meeting to bring such business before the special meeting (vii) an agreement by each stockholder requesting the special meeting to notify Celgene promptly in the event of any disposition prior to the record date for voting at the special meeting of shares of Celgene owned of record and an acknowledgement that any such disposition shall be deemed to be a revocation of such special meeting request with respect to such disposed shares (viii) disclosure whether any of the stockholders requesting the special meeting will be soliciting proxies from other stockholders (ix) in the case of any director nominations proposed to be presented at the special meeting, as to each person whom the stockholders requesting the special meeting propose to nominate for election as a director: (A) the name, age, business address and residence address of the person, (B) the principal occupation or employment of the person, (C) the class or series and number of shares of capital stock of Celgene which are owned beneficially or of record by the person, (D) a description of all arrangements or understandings between each stockholder requesting the special meeting and each nominee and any other person or persons (including their names) pursuant to which

annual or special meeting of stockholders to be held not later than 60 days after the Bristol-Myers Squibb the nominations are to be made by the stockholders requesting the special meeting, and (E) any other

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

secretary's receipt of the Special Meeting Request(s) and a Similar Item is included in Bristol-Myers Squibb's notice as an item of business to be brought before such annual or special meeting of stockholders, (v) a Similar Item is already included in Bristol-Myers Squibb's notice as an item of business to be brought before a meeting of the stockholders that has been called but not yet held, or (vi) the Special Meeting Request(s) was made in a manner that involved a violation of Regulation 14A under the Exchange Act. A Stockholder Requested Special Meeting shall be held at such date, time and place within or without the State of Delaware as may be fixed by the BMS Board provided, however, that the date of any Stockholder Requested Special Meeting shall be not more than 90 days after the Secretary's receipt of the properly submitted Special Meeting Request(s) containing the Requisite Percent.

Business transacted at any Stockholder Requested Special Meeting shall be limited to the purpose(s) stated in the Special Meeting Request(s) provided, however, that nothing herein shall prohibit the BMS Board from submitting matters to the stockholders at any Stockholder Requested Special Meeting. If none of the stockholder(s) who submitted the Special Meeting Request appears or sends a qualified representative to present the matters to be presented for consideration that were specified in the Special Meeting Request, Bristol-Myers Squibb need not present such matters for a vote at such meeting, notwithstanding that proxies in respect of such matter may have been received by Bristol-Myers Squibb.

Celgene Stockholder Rights

information relating to the person that would be required to be disclosed in a proxy statement or other filing required to be made in connection with solicitations of proxies for election of directors pursuant to Section 14 of the Exchange Act and (x) any other information that is required to be provided by each stockholder requesting the special meeting pursuant to Regulation 14A under the Exchange Act.

TABLE OF CONTENTS

	Bristol-Myers Squibb Stockholder Rights	Celgene Stockholder Rights
Notice of Stockholder Meetings	Bristol-Myers Squibb's by-laws require that written notice of each stockholders' meeting must be mailed at least 10 days but not more than 60 days before the date of the meeting. Delaware law requires notice of a meeting to vote on a merger agreement, a sale, lease or exchange of all or substantially all assets, a conversion to another form of entity or a transfer, domestication or conveyance to a foreign jurisdiction to be given at least 20 days before the date of such meeting.	Celgene's by-laws require that notice of a stockholder meeting must be given by the chairman of the board of directors, if any, the chief executive officer, the president, any vice-president, the secretary, or an assistant secretary, to stockholders not less than ten days or more than 60 days before the date of the meeting, unless a different period is prescribed by law. Delaware law requires notice of a meeting to vote on a merger agreement, a sale, lease or exchange of all or substantially all assets, a conversion to another form of entity or a transfer, domestication or conveyance to a foreign jurisdiction to be given at least 20 days before the date of such meeting.
Stockholder Nominations of Persons for Election as Directors	<p>Bristol-Myers Squibb's by-laws permit stockholders to nominate directors. Nominations of persons for election to the BMS Board and the proposal of other business to be considered by the stockholders may be made at an annual meeting of stockholders only (i) pursuant to Bristol-Myers Squibb's notice of meeting (or any supplement thereto), (ii) by or at the direction of the BMS Board or any committee thereof, or (iii) by any stockholder of Bristol-Myers Squibb who was a stockholder of record of Bristol-Myers Squibb at the time the notice is delivered to the secretary of Bristol-Myers Squibb, who is entitled to vote at the meeting and who complies with the notice procedures set forth in the Bristol-Myers Squibb by-laws.</p> <p>For any nominations or other business to be properly brought before an annual meeting by a stockholder pursuant to the Bristol-Myers Squibb by-laws, the stockholder must have given timely notice in writing thereof to the secretary of Bristol-Myers Squibb in accordance with the Bristol-Myers Squibb by-laws and, in the case of business other than</p>	<p>Celgene's by-laws permit stockholders to nominate directors. Nominations of persons for election to the Celgene Board may be made at an annual meeting of stockholders, either (a) by or at the direction of the board of directors (or any duly authorized committee thereof) or (b) by any stockholder of Celgene who (i) is a stockholder of record of Celgene on the date notice was given and on the record date for the determination of stockholders entitled to vote at such annual meeting and (ii) complies with the notice procedures set forth in Celgene's by-laws.</p> <p>In order for a stockholder to make a nomination or propose business at an annual meeting of the stockholders, the stockholder must give timely written notice to Celgene's secretary not less than 60 days nor more than 90 days prior to the date of the annual meeting; provided, however, that in the event that less than 70 days' notice or prior public disclosure of the date of the annual meeting is given or made to stockholders, notice by the stockholder (in order to be timely) must be so received not later than the close of business on the tenth day following the</p>

nominations of persons for election to the board of directors, such other day on which such notice of the date of the annual meeting was mailed or

TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

business must be a proper matter for stockholder action. To be considered timely, a stockholder's notice must be received by the Bristol-Myers Squibb secretary at the principal executive offices of Bristol-Myers Squibb not less than 90, and not more than 120, calendar days before the first anniversary of the preceding year's annual meeting (provided, however, that in the event that the date of the annual meeting is more than 30 days before, or more than 70 days after such anniversary date, notice by the stockholder must be so received not earlier than 120 calendar days before such annual meeting and not later than the later of 90 calendar days before such annual meeting or ten calendar days following the day on which public announcement of the date of such meeting is first made by Bristol-Myers Squibb). In no event shall the public announcement of an adjournment or postponement of an annual meeting commence a new time period (or extend any time period) for the giving of a stockholder's notice as described above. A stockholder's notice shall set forth: (i) as to each person whom the stockholder proposes to nominate for election or re-election as a director, all information relating to such person that is required to be disclosed in solicitations of proxies for election of directors pursuant to Regulation 14A under the Exchange Act, and the rules and regulations promulgated thereunder, including such person's written consent to being named in the proxy statement as a nominee and to serving as a director if elected (ii) as to any other business that the stockholder proposes to bring before the meeting, a brief description of the business desired to be brought before the meeting, the text of the proposal or business (including the text of any resolutions proposed for consideration and in the event that such business

Celgene Stockholder Rights

such public disclosure of the date of the annual meeting was made, whichever first occurs.

A stockholder's notice to the secretary must set forth (a) as to each person whom the stockholder proposes to nominate for election as a director: (i) the name, age, business address and residence address of the person (ii) the principal occupation or employment of the person (iii) the class or series and number of shares of capital stock of Celgene which are owned beneficially or of record by the person (iv) a description of all arrangements or understandings between the stockholder and each nominee and any other person or persons (including their names) pursuant to which the nominations are to be made by the stockholder and (v) any other information relating to the person that would be required to be disclosed in a proxy statement or other filing required to be made in connection with solicitations of proxies for election of directors pursuant to Section 14 of the Exchange Act and (b) as to the stockholder giving the notice: (i) the name and record address, as they appear on Celgene's books, of such stockholder (ii) the class or series and number of shares of capital stock of Celgene which are owned beneficially or of record by such stockholder (iii) (A) a description of any agreement, arrangement or understanding that has been entered into as of the date of such notice by such stockholder and beneficial owner, if any, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of each such person or any of its affiliates or associates with respect to shares of stock of Celgene and any performance-related fees to which each such party is directly or indirectly entitled based on any increase or decrease

includes a proposal to amend the by-laws in the value of shares of Celgene and (B) a
of Bristol-Myers Squibb, the language of representation that the stockholder will
the proposed amendment), the reasons for

TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

conducting such business at the meeting and any material interest in such business of such stockholder and the beneficial owner, if any, on whose behalf the proposal is made and (iii) as to the stockholder giving the notice and the beneficial owner, if any, on whose behalf the nomination or proposal is made (A) the name and address of such stockholder, as they appear on Bristol-Myers Squibb's books, and of such beneficial owner, (B) the class or series and number of shares of stock of Bristol-Myers Squibb that are, directly or indirectly, owned beneficially and/or of record by such stockholder and such beneficial owner, (C) a description of any agreement, arrangement or understanding with respect to the nomination or proposal between or among such stockholder and/or such beneficial owner, any of their respective affiliates or associates, and any others acting in concert with any of the foregoing, including, in the case of a nomination, the nominee, (D) a description of any agreement, arrangement or understanding (including any derivative or short positions, profit interests, options, warrants, stock appreciation or similar rights, hedging transactions, and borrowed or loaned shares) that has been entered into as of the date of the stockholder's notice by, or on behalf of, such stockholder and such beneficial owners, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of, such stockholder or such beneficial owner, with respect to shares of stock of Bristol-Myers Squibb, (E) the name in which all such shares of stock are registered on the stock transfer books of Bristol-Myers Squibb, (F) a representation that the stockholder is a holder of record of stock of Bristol-Myers Squibb entitled to vote at such meeting and intends to appear at the meeting in person or by proxy to

Celgene Stockholder Rights

notify Celgene in writing of any of information required to be disclosed in clause (iii)(A) that is in effect as of the record date for the meeting not later than five business days following the later of the record date or the date notice of the record date is first publicly disclosed (iv) a description of all arrangements or understandings between such stockholder and any other person or persons (including their names) in connection with the proposal of such business by such stockholder and any material interest of such stockholder in such business (v) disclosure whether the stockholder will be soliciting proxies from other stockholders (vi) a representation that such stockholder intends to appear in person or by proxy at the annual meeting to bring such business before the meeting and (vii) any other information that is required to be provided by the stockholder pursuant to Regulation 14A under the Exchange Act.

bring such business or nomination before
the meeting, (G) a

TABLE OF CONTENTS

**Bristol-Myers Squibb Stockholder
Rights**

Celgene Stockholder Rights

representation whether the stockholder and/or the beneficial owner, if any, intends or is part of a group which intends (a) to deliver a proxy statement and/or form of proxy to holders of at least the percentage of Bristol-Myers Squibb's outstanding capital stock required to approve or adopt the proposal or elect the nominee and/or (b) otherwise to solicit proxies or votes from stockholders in support of such proposal or nomination, and (H) all other information relating to the proposed business, the proposed nomination, the stockholder and the beneficial owner, if any, which may be required to be disclosed in a proxy statement or other filings required to be made in connection with soliciting proxies in accordance with applicable law, including, without limitation, Regulation 14A of the Exchange Act, and the rules and regulations promulgated there under. In addition, a stockholder seeking to submit such business or nomination at the meeting shall promptly provide any other information reasonably requested by Bristol-Myers Squibb.

In the event that the number of directors to be elected to the BMS Board is increased effective after the time period for which nominations would otherwise be due and there is no public announcement by Bristol-Myers Squibb naming the nominees for the additional directorships at least 100 days prior to the first anniversary of the preceding year's annual meeting, a stockholder's notice required by the Bristol-Myers Squibb by-laws shall also be considered timely, but only with respect to nominees for the additional directorships, if it shall be delivered to the Secretary at the principal executive offices of Bristol-Myers Squibb not later than ten days following the day on which such public announcement is first made by

Bristol-Myers Squibb.

TABLE OF CONTENTS

Stockholder Proposals (other than Nomination of Persons for Election as Directors)	Bristol-Myers Squibb Stockholder Rights	Celgene Stockholder Rights
	<p>Bristol-Myers Squibb’s by-laws provide that at an annual meeting of stockholders only such business will be conducted, and only such proposals will be acted upon, as are properly brought before the annual meeting of stockholders (i) by, or at the direction of, the BMS Board or any committee thereof or (ii) by a stockholder of Bristol-Myers Squibb who complies with the procedures set forth in Bristol-Myers Squibb’s by-laws. Bristol-Myers Squibb’s bylaws provide that in order for a stockholder to propose business at an annual meeting of the stockholders, the stockholder must give timely written notice to Bristol-Myers Squibb’s secretary. To be considered timely, a stockholder’s notice must be received by Bristol-Myers Squibb’s secretary not less than 90, and not more than, 120 calendar days before the first anniversary of the preceding year’s annual meeting; provided, however, that in the event that the date of the annual meeting is more than 30 days before, or more than 70 days after such anniversary date, notice by the stockholder must be so received not earlier than 120 calendar days before such annual meeting and not later than the later of 90 calendar days before such annual meeting or ten calendar days following the day on which public announcement of the date of such meeting is first made by the Bristol-Myers Squibb.</p>	<p>Celgene’s by-laws provide that at an annual meeting of stockholders no business may be transacted other than business that is either (i) specified in the notice of meeting given by or at the direction of the board of directors (or any duly authorized committee thereof), (ii) otherwise properly brought before the annual meeting by or at the direction of the board of directors (or any duly authorized committee thereof) or (iii) a proper matter for stockholder action under the DGCL that has been properly brought before the annual meeting by a stockholder who (A) is a stockholder of record on the date notice was given and on the record date for the determination of stockholders entitled to vote at such annual meeting and (B) complies with the procedures set forth in Celgene’s by-laws.</p>
	<p>A stockholder’s notice to Bristol-Myers Squibb’s secretary must set forth: (1) a brief description of the business desired to be brought before the meeting, the text of the proposal or business (including the text of any resolutions proposed for consideration and in the event that such business includes a proposal to amend the bylaws of Bristol-Myers Squibb, the language of the proposed amendment), the reasons for conducting such business at the</p>	<p>In order for a stockholder to propose business at an annual meeting of the stockholders, the stockholder must give timely written notice to Celgene’s secretary not less than 60 days nor more than 90 days prior to the date of the annual meeting; provided, however, that in the event that less than 70 days’ notice or prior public disclosure of the date of the annual meeting is given or made to stockholders, notice by the stockholder (in order to be timely) must be so received not later than the close of business on the tenth day following the day on which such notice of the date of the annual meeting was mailed or such public disclosure of the date of the annual meeting was made, whichever first occurs.</p> <p>A stockholder’s notice to the secretary must set forth as to each matter such stockholder proposes to bring before the annual meeting (a) a brief description of the business desired to be brought before the annual meeting and the reasons for conducting such business at the annual</p>

meeting and any material interest in such business of such stockholder and the beneficial meeting; (b) the name and record address of such stockholder; (c) the class or series and

TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

owner, if any, on whose behalf the proposal is made, (2) the name and record address of such stockholder, (3) the class or series and number of shares of capital stock of Bristol-Myers Squibb which are owned beneficially or of record by such stockholder, (4) a description of any agreement, arrangement or understanding between such stockholder and any other person or persons (including their names) in connection with the proposal of such business by such stockholder, (5) a description of any agreement, arrangement or understanding that has been entered into as of the date of the stockholder's notice by, or on behalf of, such stockholder and such beneficial owners, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of, such stockholder or such beneficial owner, with respect to shares of stock of Bristol-Myers Squibb, (6) the name in which all such shares of stock are registered on the stock transfer books of Bristol-Myers Squibb, (7) a representation that the stockholder is a holder of record of stock of Bristol-Myers Squibb entitled to vote at such meeting and intends to appear at the meeting in person or by proxy to bring such business or nomination before the meeting, (8) a representation whether the stockholder and/or the beneficial owner, if any, intends or is part of a group which intends (a) to deliver a proxy statement and/or form of proxy to holders of at least the percentage of the Bristol-Myers Squibb's outstanding capital stock required to approve or adopt the proposal and/or (b) otherwise to solicit proxies or votes from stockholders in support of such proposal, and (9) all other information relating to the proposed business, the stockholder and the beneficial owner, if any, which may be required to be disclosed in a proxy

Celgene Stockholder Rights

number of shares of capital stock of Celgene which are owned beneficially or of record by such stockholder, (d) (i) a description of any agreement, arrangement or understanding that has been entered into as of the date of such notice by such stockholder and beneficial owner, if any, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of each such person or any of its affiliates or associates with respect to shares of stock of Celgene, and any performance-related fees to which each such party is directly or indirectly entitled based on any increase or decrease in the value of shares of Celgene, and (ii) a representation that the stockholder will notify Celgene in writing of any information required to be disclosed under clause (i) that is in effect as of the record date for the meeting not later than five business days following the later of the record date or the date notice of the record date is first publicly disclosed; (e) a description of all arrangements or understandings between such stockholder and any other person or persons (including their names) in connection with the proposal of such business by such stockholder and any material interest of such stockholder in such business; (f) disclosure whether the stockholder will be soliciting proxies from other stockholders; (g) a representation that such stockholder intends to appear in person or by proxy at the annual meeting to bring such business before the meeting; and (h) any other information required to be provided by the stockholder pursuant to Regulation 14A under the Exchange Act.

statement or other filings required to be
made in connection with soliciting proxies
in

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

Celgene Stockholder Rights

accordance with applicable law, including, without limitation, Regulation 14A of the Exchange Act, and the rules and regulations promulgated there under. In addition, a stockholder seeking to propose such business at the meeting shall promptly provide any other information reasonably requested by Bristol-Myers Squibb.

A special meeting request for any item of business other than the nomination of any director to the BMS Board must comply with the requirements set forth in Bristol-Myers Squibb’s by-laws, which are described in greater detail in the section titled Comparison of Stockholder Rights—Special Stockholder Meetings beginning on page 230 of this joint proxy statement/prospectus.

Limitation of Liability of Directors and Officers

Delaware law provides that a corporation may limit or eliminate a director’s personal liability for monetary damages to the corporation or its stockholders for breach of fiduciary duty as a director, except for liability for: (i) any breach of the director’s duty of loyalty to such corporation or its stockholders; (ii) acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; (iii) willful or negligent violation of provisions of Delaware law governing payment of dividends and stock purchases or redemptions; (iv) any transaction from which the director derived an improper personal benefit; or (v) any act or omission before the adoption of such a provision in the certificate of incorporation.

Bristol-Myers Squibb’s certificate of incorporation provides that directors are not personally liable to Bristol-Myers Squibb or its stockholders for monetary damages for breach of fiduciary duty as a director, except to the extent such liability

Delaware law provides that a corporation may limit or eliminate a director’s personal liability for monetary damages to the corporation or its stockholders for breach of fiduciary duty as a director, except for liability for: (i) any breach of the director’s duty of loyalty to such corporation or its stockholders; (ii) acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; (iii) willful or negligent violation of provisions of Delaware law governing payment of dividends and stock purchases or redemptions; (iv) any transaction from which the director derived an improper personal benefit; or (v) any act or omission before the adoption of such a provision in the certificate of incorporation.

Celgene’s certificate of incorporation provides that directors are not personally liable to Celgene or its stockholders for monetary damages for breach of fiduciary duty as a director, except to the extent such liability arises from (i) a breach of the

arises (i) from a breach of the director's duty of loyalty to Bristol-Myers Squibb or its stockholders, (ii) acts or omissions not in good faith or

director's duty of loyalty to Celgene or its stockholders, (ii) acts or omissions not in good faith or which involve intentional misconduct or a

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

Celgene Stockholder Rights

which involve a knowing violation of law, (iii) under Section 174 of the DGCL or (iv) any transaction from which the director derived an improper personal benefit.

knowing violation of law, (iii) under Section 174 of the DGCL or (iv) any transaction from which the director derived an improper personal benefit.

Indemnification of Directors, Officers Employees and Agents

Bristol-Myers Squibb's by-laws provide that Bristol-Myers Squibb will indemnify and hold harmless to the fullest extent permitted by Delaware law, any person (and the heirs, executors or administrators of such person) who is a party or otherwise involved in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person is or was a director or officer of Bristol-Myers Squibb or is or was serving at the request of Bristol-Myers Squibb as a director or officer of another corporation, partnership, joint venture, trust or other enterprise. The right to indemnification conferred in Bristol-Myers Squibb's by-laws also includes the right to be paid by Bristol-Myers Squibb the expenses incurred in connection with any such proceeding in advance of its final disposition to the fullest extent authorized by Delaware law. The right to indemnification conferred in Bristol-Myers Squibb's certificate of incorporation is a contract right.

Celgene's certificate of incorporation provides that Celgene will indemnify, to the fullest extent permitted by law, any person (and the heirs, executors or administrators of such person) made or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether criminal, civil, administrative or investigative, by reason of the fact that such person is or was a director, officer, incorporator, employee or agent of Celgene, or is or was serving at the request of Celgene as a director, officer, incorporator, employee or agent of another corporation, partnership, joint venture, trust or other enterprise.

Additionally, under Bristol-Myers Squibb's by-laws, the BMS Board can provide indemnification to any person to such extent as the BMS Board determines to be appropriate in its discretion from time to time.

Appraisal Rights or Dissenters' Rights

Under Delaware law, stockholders of a Delaware corporation have the right in certain mergers or consolidations to which the corporation is a party, to demand payment for the fair value of their shares

Under Delaware law, stockholders of a Delaware corporation have the right in certain mergers or consolidations to which the corporation is a party, to demand payment for the fair value of their shares

pursuant to, and in compliance with procedures set forth in Section 262 of the DGCL, except in connection with a merger or consolidation with respect to shares (i) listed on a national securities exchange or held of record by more than	pursuant to, and in compliance with procedures set forth in Section 262 of the DGCL, except in connection with a merger or consolidation with respect to shares (i) listed on a national securities exchange or held of record by more than
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TABLE OF CONTENTS**Bristol-Myers Squibb Stockholder Rights**

2,000 holders and (ii) for which, pursuant to the plan of merger or consolidation, stockholders will receive only (A) shares or depository receipts of another corporation which at the date the merger or consolidation is completed will be either listed on a national securities exchange or held of record by more than 2,000 holders, (B) shares of stock or depository receipts of the surviving corporation in the merger or consolidation, (C) cash in lieu of fractional shares or (D) any combination of the foregoing. Delaware law also provides that, subject to certain exceptions, stockholders of a surviving corporation do not have appraisal rights in connection with a plan of merger if the merger did not require for its approval the vote of the surviving corporation's stockholders. Delaware law permits the certificate of incorporation of a Delaware corporation to provide for appraisal rights in mergers or consolidations in which appraisal rights are not otherwise available and in connection with amendments to the certificate of incorporation and sales of all or substantially all assets. Bristol-Myers Squibb's certificate of incorporation contains no provisions giving rise to appraisal rights in such transactions.

Additionally, pursuant to Section 262 of the DGCL, if immediately before a merger or consolidation the shares of a class or series of stock of a corporation as to which appraisal rights are available were listed on a national securities exchange, the Delaware Court of Chancery must dismiss an appraisal proceeding as to all stockholders who assert appraisal rights unless (i) the total number of shares entitled to appraisal exceeds 1% of the outstanding shares of the class or series eligible for appraisal, or (ii) the value of the consideration provided in the merger or consolidation for such total number of

Celgene Stockholder Rights

2,000 holders and (ii) for which, pursuant to the plan of merger or consolidation, stockholders will receive only (A) shares or depository receipts of another corporation which at the date the merger or consolidation is completed will be either listed on a national securities exchange or held of record by more than 2,000 holders, (B) shares of stock or depository receipts of the surviving corporation in the merger or consolidation, (C) cash in lieu of fractional shares or (D) any combination of the foregoing. Delaware law also provides that, subject to certain exceptions, stockholders of a surviving corporation do not have appraisal rights in connection with a plan of merger if the merger did not require for its approval the vote of the surviving corporation's stockholders. Delaware law permits the certificate of incorporation of a Delaware corporation to provide for appraisal rights in mergers or consolidations in which appraisal rights are not otherwise available and in connection with amendments to the certificate of incorporation and sales of all or substantially all assets. Celgene's certificate of incorporation contains no provisions giving rise to appraisal rights in such transactions.

Additionally, pursuant to Section 262 of the DGCL, if immediately before a merger or consolidation the shares of a class or series of stock of a corporation as to which appraisal rights are available were listed on a national securities exchange, the Delaware Court of Chancery must dismiss an appraisal proceeding as to all stockholders who assert appraisal rights unless (i) the total number of shares entitled to appraisal exceeds 1% of the outstanding shares of the class or series eligible for appraisal, or (ii) the value of the consideration provided in the merger or consolidation for such total number of

shares seeking appraisal exceeds \$1 million, or (iii) the merger was approved pursuant to Section 253 or Section 267 of the DGCL.

shares seeking appraisal exceeds \$1 million, or (iii) the merger was approved pursuant to Section 253 or Section 267 of the DGCL.

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

At any time before the entry of judgment in the proceedings, the surviving corporation may pay to each stockholder entitled to appraisal an amount in cash, in which case interest will accrue thereafter as provided herein only upon the sum of (i) the difference, if any, between the amount so paid and the fair value of the shares as determined by the Court, and (ii) interest theretofore accrued, unless paid at that time.

Celgene Stockholder Rights

At any time before the entry of judgment in the proceedings, the surviving corporation may pay to each stockholder entitled to appraisal an amount in cash, in which case interest will accrue thereafter as provided herein only upon the sum of (i) the difference, if any, between the amount so paid and the fair value of the shares as determined by the Court, and (ii) interest theretofore accrued, unless paid at that time.

Dividends and Stock Repurchases

Under Bristol-Myers Squibb's certificate of incorporation and by-laws, subject to the preferential rights of any holders of outstanding preferred stock or any other class of stock having preference over the common stock, holders of Bristol-Myers Squibb common stock are entitled to receive, to the extent permitted by law, such dividends as the BMS Board may declare from time to time from funds available therefor.

Subject to any rights of any outstanding series of Celgene shares senior to the shares of Celgene common stock, the holders of Celgene common stock are entitled to such dividends as may be declared from time to time by the Celgene Board from funds available therefor.

The Celgene Series A Convertible Preferred Stock will bear no dividends, and the holders of the Celgene Series A Convertible Preferred Stock shall not be entitled to receive dividends on the Celgene Series A Convertible Preferred Stock.

Each Celgene Series B Convertible Preferred Stock will bear dividends, when, as and if declared by the Celgene Board at the higher of (i) a rate of 9% of the original Celgene Series B issue price per annum, compounded quarterly, or (ii) the total of all cash dividends paid in any one calendar year per share of Common Stock, multiplied by the number of Conversion Shares into which a share of Celgene Series B Convertible Preferred Stock is convertible on December 31 of such calendar year. Dividends on the Celgene Series B Convertible Preferred Stock shall accrue cumulatively, whether or not declared, and shall be added to the liquidation preference as provided in the

certificate of designation of the Series B
Convertible Preferred Stock.

**Stockholder Vote on
Fundamental or
Extraordinary Corporate**

Under Delaware law, a sale, lease or
exchange of all or substantially all of
Bristol-Myers Squibb's assets, an

Under Delaware law, a sale, lease or
exchange of all or substantially all of
Celgene's assets, an amendment to

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

Celgene Stockholder Rights

Transactions

amendment to Bristol-Myers Squibb's certificate of incorporation, a merger or consolidation of Bristol-Myers Squibb with another corporation or a dissolution of a corporation generally requires the affirmative vote of the BMS Board and, with limited exceptions, the affirmative vote of a majority of the aggregate voting power of the outstanding stock entitled to vote on the transaction.

Celgene's certificate of incorporation, a merger or consolidation of Celgene with another corporation or a dissolution of a corporation generally requires the affirmative vote of the Celgene Board and, with limited exceptions, the affirmative vote of a majority of the aggregate voting power of the outstanding stock entitled to vote on the transaction.

State Antitakeover Provisions

Bristol-Myers Squibb has not opted out of Section 203 of the DGCL, which provides that, if a person acquires 15% or more of the outstanding voting stock of Bristol-Myers Squibb, thereby becoming an interested stockholder, that person may not engage in certain business combinations with Bristol-Myers Squibb, including mergers, purchases and sales of 10% or more of its assets, stock purchases and other transactions pursuant to which the percentage of Bristol-Myers Squibb's stock owned by the interested stockholder increases (other than on a pro rata basis) or pursuant to which the interested stockholder receives a financial benefit from the corporation, for a period of three years after becoming an interested stockholder, unless one of the following exceptions applies: (i) the BMS Board approved the acquisition of stock pursuant to which the person became an interested stockholder or the transaction that resulted in the person becoming an interested stockholder prior to the time that the person became an interested stockholder; (ii) upon consummation of the transaction that resulted in the person becoming an interested stockholder such person owned at least 85% of the outstanding voting stock of the corporation, excluding, for purposes of determining the voting stock outstanding, voting stock owned by directors who are also officers and certain employee stock plans; or (iii) the

Celgene has not opted out of Section 203 of the DGCL, which provides that, if a person acquires 15% or more of the outstanding voting stock of Celgene, thereby becoming an interested stockholder, that person may not engage in certain business combinations with Celgene, including mergers, purchases and sales of 10% or more of its assets, stock purchases and other transactions pursuant to which the percentage of Celgene's stock owned by the interested stockholder increases (other than on a pro rata basis) or pursuant to which the interested stockholder receives a financial benefit from the corporation, for a period of three years after becoming an interested stockholder, unless one of the following exceptions applies: (i) the Celgene Board approved the acquisition of stock pursuant to which the person became an interested stockholder or the transaction that resulted in the person becoming an interested stockholder prior to the time that the person became an interested stockholder; (ii) upon consummation of the transaction that resulted in the person becoming an interested stockholder such person owned at least 85% of the outstanding voting stock of the corporation, excluding, for purposes of determining the voting stock outstanding, voting stock owned by directors who are also officers and certain employee stock plans; or (iii) the transaction is approved by the Celgene

transaction is approved by the BMS Board and by the affirmative vote of two-thirds of the outstanding voting stock which is not owned by the interested stockholder. An interested stockholder also includes the affiliates and associates of a 15% or more owner and any affiliate or associate

TABLE OF CONTENTS

Bristol-Myers Squibb Stockholder Rights

the affiliates and associates of a 15% or more owner and any affiliate or associate of the corporation who was the owner of 15% or more of the outstanding voting stock within the three-year period prior to determine whether a person is an interested stockholder.

Celgene Stockholder Rights

of the corporation who was the owner of 15% or more of the outstanding voting stock within the three-year period prior to determine whether a person is an interested stockholder.

Stockholder Rights Plan

While Delaware law does not include a statutory provision expressly authorizing stockholder rights plans, such rights plans have generally been found to be authorized by Delaware law and have been upheld by Delaware courts where they are adopted in response to a reasonably perceived threat to a corporation and its stockholders, and maintaining such rights plans in response to such threat has been found to be reasonable in relation to the threat posed.

While Delaware law does not include a statutory provision expressly authorizing stockholder rights plans, such rights plans have generally been found to be authorized by Delaware law and have been upheld by Delaware courts where they are adopted in response to a reasonably perceived threat to a corporation and its stockholders, and maintaining such rights plans in response to such threat has been found to be reasonable in relation to the threat posed.

Bristol-Myers Squibb does not currently have a stockholder rights plan, but the BMS Board has the power under Delaware law and Bristol-Myers Squibb's by-laws to adopt a stockholder rights plan in the future, subject to its fiduciary duties.

Celgene does not currently have a stockholder rights plan, but the Celgene Board has the power under Delaware law to adopt a stockholder rights plan in the future, subject to its fiduciary duties.

Bristol-Myers Squibb's by-laws provide that, unless ratified by the stockholders of Bristol-Myers Squibb, any stockholder rights plan (i) requires the approval of 2/3 of the BMS Board and (ii) expires if not so amended no later than one year following the later of the date of its adoption and the date of its last such amendment.

Preemptive Rights

Under Delaware law, stockholders of a corporation do not have preemptive rights to subscribe for or purchase any additional issue of stock or to any security convertible into such stock, unless such right is expressly included in the certificate of incorporation.

Under Delaware law, stockholders of a corporation do not have preemptive rights to subscribe for or purchase any additional issue of stock or to any security convertible into such stock, unless such right is expressly included in the certificate of incorporation.

Bristol-Myers Squibb's certificate of

Celgene's certificate of incorporation does

incorporation provides that no holders of shares of Bristol-Myers Squibb stock shall have any preemptive rights. not provide holders of shares of Celgene stock with preemptive rights.

Duties of Directors

Under Delaware law, the standards of conduct for directors of corporations are not statutory but are based on fiduciary

Under Delaware law, the standards of conduct for directors of corporations are not statutory but are based on fiduciary

TABLE OF CONTENTS

**Bristol-Myers Squibb Stockholder
Rights**

duty principles developed by the Delaware courts. Generally, directors of Delaware corporations are subject to a duty of loyalty and a duty of care. The duty of loyalty requires directors to act with the sole purpose of advancing the best interests of the corporation and its stockholders and the duty of care requires directors in managing the corporation's affairs to use the level of care that ordinarily careful and prudent persons would use in similar circumstances. Directors owe fiduciary duties of loyalty and care to the corporation and its stockholders. Fiduciary duties are not owed to non-stockholder constituencies such as customers and employees.

Celgene Stockholder Rights

duty principles developed by the Delaware courts. Generally, directors of Delaware corporations are subject to a duty of loyalty and a duty of care. The duty of loyalty requires directors to act with the sole purpose of advancing the best interests of the corporation and its stockholders and the duty of care requires directors in managing the corporation's affairs to use the level of care that ordinarily careful and prudent persons would use in similar circumstances. Directors owe fiduciary duties of loyalty and care to the corporation and its stockholders. Fiduciary duties are not owed to non-stockholder constituencies such as customers and employees.

TABLE OF CONTENTS

LEGAL MATTERS

The validity of the shares of Bristol-Myers Squibb common stock to be issued to Celgene stockholders pursuant to the merger has been passed upon for Bristol-Myers Squibb by Kirkland & Ellis LLP. The validity of the CVRs to be issued pursuant to the merger has been passed upon for Bristol-Myers Squibb by Kirkland & Ellis LLP.

247

TABLE OF CONTENTS

EXPERTS

The financial statements of Bristol-Myers Squibb Company incorporated in this Joint Proxy Statement/Prospectus by reference from Bristol-Myers Squibb Company's Annual Report on Form 10-K for the year ended December 31, 2017, and the effectiveness of Bristol-Myers Squibb Company's internal control over financial reporting have been audited by Deloitte & Touche LLP, an independent registered public accounting firm, as stated in their reports, which are incorporated herein by reference. Such financial statements have been so incorporated in reliance upon the reports of such firm given upon their authority as experts in accounting and auditing.

The consolidated financial statements and schedule of Celgene Corporation and its subsidiaries as of December 31, 2017 and 2016, and for each of the years in the three-year period ended December 31, 2017, and management's assessment of the effectiveness of Celgene's internal control over financial reporting as of December 31, 2017, have been incorporated by reference into this joint proxy statement/prospectus in reliance on the reports of KPMG LLP, an independent registered public accounting firm, incorporated by reference herein, and upon the authority of said firm as experts in accounting and auditing. KPMG LLP's report dated February 7, 2018 on the consolidated financial statements refers to the company's adoption on a prospective basis of FASB Accounting Standards Update No. 2016-09, Compensation—Stock Compensation, which requires that excess tax benefits and tax deficiencies that arise upon vesting or exercise of share-based payments be recognized as income tax benefits and expenses in the income statement.

The consolidated financial statements of Juno Therapeutics, Inc. as of December 31, 2017 and 2016, and for each of the three years in the period ended December 31, 2017 included in Amendment No. 1 to the Current Report on Form 8-K/A of Celgene Corporation filed with the SEC on May 18, 2018, have been audited by Ernst & Young LLP, independent registered public accounting firm, as set forth in their report thereon, included therein, and incorporated herein by reference. Such consolidated financial statements are incorporated herein by reference in reliance upon such report given on the authority of such firm as experts in accounting and auditing.

TABLE OF CONTENTS

FUTURE STOCKHOLDER PROPOSALS

Bristol-Myers Squibb

Bristol-Myers Squibb will hold an annual meeting of stockholders in 2019, which is referred to in this joint proxy statement/prospectus as the Bristol-Myers Squibb 2019 annual meeting, regardless of whether the merger has been completed.

Any stockholder proposals intended to be presented at the Bristol-Myers Squibb 2019 annual meeting and considered for inclusion in Bristol-Myers Squibb's proxy materials must have been received by Bristol-Myers Squibb's corporate secretary no earlier than October 23, 2018 and no later than the close of business Eastern Time on November 22, 2018. Such proposals must have been sent to: to Bristol-Myers Squibb Company, 430 East 29th Street, 14th Floor, New York, New York 10016, Attention: Corporate Secretary. Such proposals must also meet the other requirements and procedures prescribed by Rule 14a-8 under the Exchange Act relating to stockholder proposals.

In order for a Bristol-Myers Squibb stockholder proposal to be raised from the floor during the Bristol-Myers Squibb 2019 annual meeting instead of being submitted for inclusion in Bristol-Myers Squibb's proxy statement, the stockholder's written notice must have been received by Bristol-Myers Squibb's corporate secretary no earlier than the close of business Eastern Time on January 1, 2019 and no later than the close of business Eastern Time on January 31, 2019 and must contain the information required by Bristol-Myers Squibb's by-laws.

You may contact Bristol-Myers Squibb's corporate secretary at Bristol-Myers Squibb's headquarters, 430 East²⁹ Street, 14th Floor, New York, New York 10016, for a copy of the relevant provisions of Bristol-Myers Squibb's by-laws regarding the requirements for making stockholder proposals and nominating director candidates.

Celgene

As previously disclosed, Celgene expected to hold an annual meeting of stockholders on June 12, 2019. The deadline by which stockholders wishing to include proposals in the proxy materials in relation to the Celgene 2019 annual meeting of stockholders must submit the same in writing, by mail, first-class postage pre-paid, to Celgene Corporation, 86 Morris Avenue, Summit, New Jersey 07901, Attention: Corporate Secretary, was December 31, 2018. If the Celgene 2019 annual meeting of stockholders is held prior to May 14, 2019 or after July 13, 2019, notice must be received at Celgene's executive office a reasonable time before Celgene prints and mails its proxy statement for the Celgene 2019 annual meeting of stockholders. Such proposals must also meet the other requirements and procedures prescribed by Rule 14a-8 under the Exchange Act relating to stockholder proposals.

A stockholder (or a group of up to 20 stockholders) owning at least 3% of Celgene common stock outstanding continuously for at least three years and complying with the other requirements in Celgene's By-laws may nominate and include in Celgene's proxy materials director nominees constituting up to 20% of the Celgene Board or two persons, whichever is greater. Written notice of a proxy access nomination for inclusion in Celgene's proxy materials for the Celgene 2019 annual meeting of stockholders must have been received by the Celgene Corporate Secretary at the address above not earlier than the close of business on December 1, 2018, and not later than the close of business on December 31, 2018; provided, that in the event the date of the Celgene 2019 annual meeting of stockholders is more than 30 days before or more than 70 days after April 30, 2019, then such notice must be so delivered not earlier than the close of business on the 150th day prior to the Celgene 2019 annual meeting of stockholders and no later than the close of business on the later of the 120th day prior to the Celgene 2019 annual meeting of stockholders or the 10th day following the day on which public announcement of the date of such meeting is first made by Celgene.

Stockholders who intend to present a proposal or nominate candidates for election to the Celgene Board at the Celgene 2019 annual meeting of stockholders, without including such proposal in Celgene's proxy statement, must provide Celgene's Corporate Secretary with written notice of such proposal not less than 60 calendar days nor more than 90 calendar days prior to the date of the Celgene 2019 annual meeting of stockholders, which notice must contain the information required by Celgene's By-laws; provided that in the event that less than 70 days' notice or prior public disclosure of the date of the Celgene 2019 annual meeting of stockholders is given or made to stockholders, notice by the stockholder (in order to be timely) must be so received not later

TABLE OF CONTENTS

than the close of business on the 10th day following the day on which such notice of the date of the Celgene 2019 annual meeting of stockholders was mailed or such public disclosure of the date of such meeting was made, whichever first occurs.

However, if the merger is completed, Celgene will not have public stockholders and there will be no public participation in any future meeting of stockholders. Celgene may determine to change the date of its 2019 annual meeting and/or may not hold its annual meeting of stockholders at all if the merger is completed in the anticipated timeframe.

250

TABLE OF CONTENTS**WHERE YOU CAN FIND MORE INFORMATION**

Bristol-Myers Squibb has filed a registration statement on Form S-4 to register with the SEC the shares of Bristol-Myers Squibb common stock and CVRs to be issued to Celgene stockholders in connection with the merger. This joint proxy statement/prospectus is a part of that registration statement and constitutes a prospectus of Bristol-Myers Squibb in addition to being proxy statements of Bristol-Myers Squibb and Celgene for their respective special meetings. The registration statement, including the attached exhibits and schedules, contains additional relevant information about Bristol-Myers Squibb and the shares of Bristol-Myers Squibb common stock. The rules and regulations of the SEC allow Bristol-Myers Squibb and Celgene to omit certain information included in the registration statement from this joint proxy statement/prospectus.

Bristol-Myers Squibb and Celgene file annual, quarterly and current reports, proxy statements and other information with the SEC. You may read and copy this information at the SEC's Public Reference Room at 100 F Street, N.E., Washington, D.C. 20549. Please call the SEC at 1-800-SEC-0330 for further information on the Public Reference Room. The SEC filings of Bristol-Myers Squibb and Celgene also are available to the public at the SEC website at www.sec.gov. In addition, you may obtain free copies of the documents Bristol-Myers Squibb files with the SEC, including the registration statement on Form S-4, of which this joint proxy statement/prospectus forms a part, by going to Bristol-Myers Squibb's website at <http://www.bms.com>. You may obtain free copies of the documents Celgene files with the SEC by going to Celgene's website at <http://www.celgene.com>. The website addresses of Bristol-Myers Squibb and Celgene are provided as inactive textual references only. The information provided on the websites of Bristol-Myers Squibb and Celgene, other than copies of the documents listed below that have been filed with the SEC, is not part of this joint proxy statement/prospectus and, therefore, is not incorporated herein by reference.

The SEC allows Bristol-Myers Squibb and Celgene to incorporate by reference into this joint proxy statement/prospectus documents that Bristol-Myers Squibb and Celgene file with the SEC, including certain information required to be included in the registration statement on Form S-4 filed by Bristol-Myers Squibb to register the shares of Bristol-Myers Squibb common stock that will be issued in the merger, of which this joint proxy statement/prospectus forms a part. This means that important information can be disclosed to you by referring you to another document filed separately with the SEC. The information incorporated by reference is deemed to be part of this joint proxy statement/prospectus, except for any information superseded by information contained directly in this joint proxy statement/prospectus or in later filed documents incorporated by reference into this joint proxy statement/prospectus. This joint proxy statement/prospectus, and the registration statement of which this joint proxy statement/prospectus forms a part, incorporates by reference the documents set forth below that Bristol-Myers Squibb and Celgene have, respectively, previously filed with the SEC and any additional documents that either company may file with the SEC under Section 13(a), 13(c), 14 or 15(d) of the Exchange Act between the date of this joint proxy statement/prospectus and the respective dates of Celgene's and Bristol-Myers Squibb's special meetings (other than, in each case, those documents, or the portions of those documents or exhibits thereto, deemed to be furnished and not filed in accordance with SEC rules). These documents contain important information about Bristol-Myers Squibb and Celgene and their respective financial performance that is not included in or delivered with this joint proxy statement/prospectus.

Bristol-Myers Squibb SEC Filings
(File No. 001-01136)

	Period
Annual Report on Form 10-K	Fiscal year ended December 31, 2017
Quarterly Reports on Form 10-Q	Fiscal quarters ended March 31, 2018, June 30, 2018 and September 30, 2018

Proxy Statement on Schedule 14A

Filed on March 22, 2018

Current Reports on Form 8-K

Filed on January 5, 2018, January 25, 2018, February 14, 2018, March 1, 2018, May 3, 2018, July 23, 2018, August 28, 2018, September 14, 2018, December 19, 2018, January 3, 2019, January 4, 2019, January 22, 2019 and January 30, 2019

TABLE OF CONTENTS

**Bristol-Myers Squibb SEC Filings
(File No. 001-01136)**

Period

Any description of shares of Bristol-Myers Squibb common stock contained in a registration statement filed pursuant to the Exchange Act and any amendment or report filed for the purpose of updating such description

**Celgene SEC Filings
(File No. 001-34912)**

Period

Annual Report on Form 10-K	Fiscal year ended December 31, 2017
Quarterly Reports on Form 10-Q	Fiscal quarters ended March 31, 2018, June 30, 2018 and September 30, 2018
Proxy Statement on Schedule 14A	Filed on April 30, 2018
Current Reports on Form 8-K	Filed on January 8, 2018, January 22, 2018, January 26, 2018, January 29, 2018, February 7, 2018, February 8, 2018, February 9, 2018, February 14, 2018, February 15, 2018, February 20, 2018, February 27, 2018, March 6, 2018, April 2, 2018, April 19, 2018, April 30, 2018, May 18, 2018, May 24, 2018, June 1, 2018, June 13, 2018, June 19, 2018, June 28, 2018, July 5, 2018, July 9, 2018, November 2, 2018, January 3, 2019, January 4, 2019 and January 25, 2019

Any description of shares of Celgene common stock contained in a registration statement filed pursuant to the Exchange Act and any amendment or report filed for the purpose of updating such description

Bristol-Myers Squibb has supplied all information contained in or incorporated by reference into this joint proxy statement/prospectus relating to Bristol-Myers Squibb, as well as all pro forma financial information, and Celgene has supplied all such information relating to Celgene.

Documents incorporated by reference are available from Bristol-Myers Squibb or Celgene, as the case may be, without charge, excluding any exhibits to those documents, unless the exhibit is specifically incorporated by reference into this joint proxy statement/prospectus. Celgene stockholders or Bristol-Myers Squibb stockholders, as applicable, may obtain these documents incorporated by reference by requesting them in writing or by telephone from the appropriate party at the following addresses and telephone numbers:

Bristol-Myers Squibb Company
430 East 29th Street, 14th Floor
New York, New York 10016
Attention: Corporate Secretary
Telephone: (212) 546-3309

Celgene Corporation

86 Morris Avenue
Summit, New Jersey 07901
Attention: Corporate Secretary
Telephone: (908) 673-9000

252

TABLE OF CONTENTS

To obtain timely delivery of the documents, you must request them no later than five business days before the date of the applicable special meeting. Therefore, if you would like to request documents from Bristol-Myers Squibb, please do so by April 5, 2019 in order to receive them before the Bristol-Myers Squibb special meeting. If you would like to request documents from Celgene, please do so by April 5, 2019 in order to receive them before the Celgene special meeting.

Neither Bristol-Myers Squibb nor Celgene has authorized anyone to provide you with information that is different from what is contained in this joint proxy statement/prospectus.

If you are in a jurisdiction where offers to exchange or sell, or solicitations of offers to exchange or purchase, the securities offered by this joint proxy statement/prospectus or solicitations of proxies are unlawful, or if you are a person to whom it is unlawful to direct these types of activities, then the offer presented in this joint proxy statement/prospectus does not extend to you.

The information contained in this joint proxy statement/prospectus speaks only as of the date of this joint proxy statement/prospectus unless the information specifically indicates that another date applies. You should not assume that the information in it is accurate as of any date other than that date, and neither its mailing to Celgene stockholders or Bristol-Myers Squibb stockholders nor the issuance of shares of Bristol-Myers Squibb common stock in the merger on the terms and conditions set forth in the merger agreement will create any implication to the contrary.

TABLE OF CONTENTS

Annex A

AGREEMENT AND PLAN OF MERGER

dated as of

January 2, 2019

among

BRISTOL-MYERS SQUIBB COMPANY,

BURGUNDY MERGER SUB, INC.

and

CELGENE CORPORATION

TABLE OF CONTENTS**TABLE OF CONTENTS**

	Page
<u>ARTICLE I DEFINITIONS</u>	<u>A-1</u>
<u>Section 1.01</u> <u>Definitions</u>	<u>A-1</u>
<u>Section 1.02</u> <u>Other Definitional and Interpretative Provisions</u>	<u>A-13</u>
 <u>ARTICLE II CLOSING; THE MERGER</u>	 <u>A-14</u>
<u>Section 2.01</u> <u>Closing</u>	<u>A-14</u>
<u>Section 2.02</u> <u>The Merger</u>	<u>A-14</u>
<u>Section 2.03</u> <u>Conversion of Shares</u>	<u>A-15</u>
<u>Section 2.04</u> <u>Surrender and Payment</u>	<u>A-15</u>
<u>Section 2.05</u> <u>Dissenting Shares</u>	<u>A-17</u>
<u>Section 2.06</u> <u>Company Equity Awards</u>	<u>A-18</u>
<u>Section 2.07</u> <u>Adjustments</u>	<u>A-20</u>
<u>Section 2.08</u> <u>Fractional Shares</u>	<u>A-20</u>
<u>Section 2.09</u> <u>Withholding Rights</u>	<u>A-20</u>
<u>Section 2.10</u> <u>Lost Certificates</u>	<u>A-20</u>
<u>Section 2.11</u> <u>Further Assurances</u>	<u>A-21</u>
 <u>ARTICLE III ORGANIZATIONAL DOCUMENTS; DIRECTORS AND OFFICERS</u>	 <u>A-21</u>
<u>Section 3.01</u> <u>Certificate of Incorporation and Bylaws of the Surviving Corporation</u>	<u>A-21</u>
<u>Section 3.02</u> <u>Directors and Officers of the Surviving Corporation</u>	<u>A-21</u>
 <u>ARTICLE IV REPRESENTATIONS AND WARRANTIES OF THE COMPANY</u>	 <u>A-21</u>
<u>Section 4.01</u> <u>Corporate Existence and Power</u>	<u>A-21</u>
<u>Section 4.02</u> <u>Corporate Authorization</u>	<u>A-21</u>
<u>Section 4.03</u> <u>Governmental Authorization</u>	<u>A-22</u>
<u>Section 4.04</u> <u>Non-contravention</u>	<u>A-22</u>
<u>Section 4.05</u> <u>Capitalization</u>	<u>A-22</u>
<u>Section 4.06</u> <u>Subsidiaries</u>	<u>A-23</u>
<u>Section 4.07</u> <u>SEC Filings and the Sarbanes-Oxley Act</u>	<u>A-23</u>
<u>Section 4.08</u> <u>Financial Statements and Financial Matters</u>	<u>A-24</u>
<u>Section 4.09</u> <u>Disclosure Documents</u>	<u>A-25</u>
<u>Section 4.10</u> <u>Absence of Certain Changes</u>	<u>A-25</u>
<u>Section 4.11</u> <u>No Undisclosed Material Liabilities</u>	<u>A-25</u>
<u>Section 4.12</u> <u>Litigation</u>	<u>A-25</u>
<u>Section 4.13</u> <u>Permits</u>	<u>A-26</u>
<u>Section 4.14</u> <u>Compliance with Laws</u>	<u>A-26</u>

<u>Section 4.15</u>	<u>Regulatory Matters</u>	<u>A-26</u>
<u>Section 4.16</u>	<u>Material Contracts</u>	<u>A-28</u>
<u>Section 4.17</u>	<u>Taxes</u>	<u>A-30</u>
<u>Section 4.18</u>	<u>Employees and Employee Benefit Plans</u>	<u>A-31</u>
<u>Section 4.19</u>	<u>Labor Matters</u>	<u>A-32</u>
<u>Section 4.20</u>	<u>Intellectual Property</u>	<u>A-33</u>
<u>Section 4.21</u>	<u>Properties</u>	<u>A-34</u>
<u>Section 4.22</u>	<u>Environmental Matters</u>	<u>A-34</u>
<u>Section 4.23</u>	<u>FCPA; Anti-Corruption; Sanctions</u>	<u>A-35</u>
<u>Section 4.24</u>	<u>Insurance</u>	<u>A-35</u>
<u>Section 4.25</u>	<u>Transactions with Affiliates</u>	<u>A-35</u>
<u>Section 4.26</u>	<u>Antitakeover Statutes</u>	<u>A-36</u>
<u>Section 4.27</u>	<u>Opinions of Financial Advisors</u>	<u>A-36</u>

TABLE OF CONTENTS

	Page	
<u>Section 4.28</u>	<u>Finders' Fees</u>	<u>A-36</u>
<u>Section 4.29</u>	<u>No Ownership of Parent Common Stock</u>	<u>A-36</u>
<u>Section 4.30</u>	<u>No Other Company Representations and Warranties</u>	<u>A-36</u>
 <u>ARTICLE V REPRESENTATIONS AND WARRANTIES OF PARENT</u>		 <u>A-37</u>
<u>Section 5.01</u>	<u>Corporate Existence and Power</u>	<u>A-37</u>
<u>Section 5.02</u>	<u>Corporate Authorization</u>	<u>A-37</u>
<u>Section 5.03</u>	<u>Governmental Authorization</u>	<u>A-38</u>
<u>Section 5.04</u>	<u>Non-contravention</u>	<u>A-38</u>
<u>Section 5.05</u>	<u>Capitalization</u>	<u>A-38</u>
<u>Section 5.06</u>	<u>Subsidiaries</u>	<u>A-39</u>
<u>Section 5.07</u>	<u>SEC Filings and the Sarbanes-Oxley Act</u>	<u>A-39</u>
<u>Section 5.08</u>	<u>Financial Statements and Financial Matters</u>	<u>A-40</u>
<u>Section 5.09</u>	<u>Disclosure Documents</u>	<u>A-41</u>
<u>Section 5.10</u>	<u>Absence of Certain Changes</u>	<u>A-41</u>
<u>Section 5.11</u>	<u>No Undisclosed Material Liabilities</u>	<u>A-41</u>
<u>Section 5.12</u>	<u>Litigation</u>	<u>A-41</u>
<u>Section 5.13</u>	<u>Permits</u>	<u>A-42</u>
<u>Section 5.14</u>	<u>Compliance with Laws</u>	<u>A-42</u>
<u>Section 5.15</u>	<u>Regulatory Matters</u>	<u>A-42</u>
<u>Section 5.16</u>	<u>Taxes</u>	<u>A-44</u>
<u>Section 5.17</u>	<u>Employees and Employee Benefit Plans</u>	<u>A-45</u>
<u>Section 5.18</u>	<u>Labor Matters</u>	<u>A-45</u>
<u>Section 5.19</u>	<u>Intellectual Property</u>	<u>A-46</u>
<u>Section 5.20</u>	<u>Environmental Matters</u>	<u>A-47</u>
<u>Section 5.21</u>	<u>FCPA; Anti-Corruption; Sanctions</u>	<u>A-47</u>
<u>Section 5.22</u>	<u>Transactions with Affiliates</u>	<u>A-48</u>
<u>Section 5.23</u>	<u>Antitakeover Statutes</u>	<u>A-48</u>
<u>Section 5.24</u>	<u>Opinions of Financial Advisors</u>	<u>A-48</u>
<u>Section 5.25</u>	<u>Finders' Fees</u>	<u>A-48</u>
<u>Section 5.26</u>		