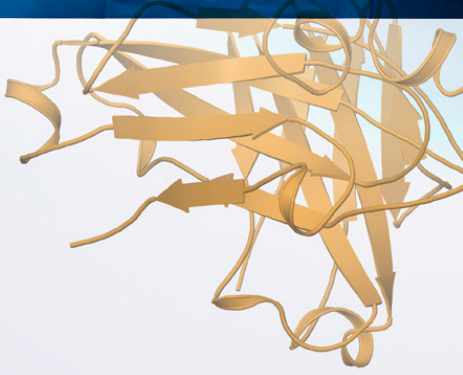
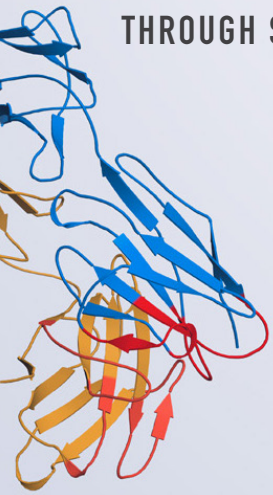
PARTNERING TO SPEED

TRANSFORMATIONAL MEDICINES TO PATIENTS

WORKING TOGETHER TO TRANSFORM PATIENTS' LIVES THROUGH SCIENCE





Bristol-Myers Squibb

Bristol-Myers Squibb

THERAPEUTIC AREAS OF FOCUS

SOLID TUMORS

Bristol-Myers Squibb is at the forefront of oncology, leading the industry with an extensive portfolio of investigational compounds and approved medicines:

- Our focus is to leverage a deeper understanding of tumor biology and translational approaches that will lead to the right treatments for the right patients at the right time
- We are pursuing novel therapies with the potential to be transformational to existing standards of care
- We seek opportunities in patient populations not currently addressable by checkpoint blockade
- In IO-responsive tumors, we seek to increase response rates, deepen responses, and/or extend the durability of response

Areas of interest include, but are not limited to, the following:

- Direct tumor-targeting agents
- Tumor intrinsic biology with clear patient selection strategy
- Novel innate and adaptive immune mechanisms
- Novel mechanisms that address primary or acquired resistance to cancer immunotherapy

Compound/Brand Name	Phase	Modality	External
Motolimod	1	Small Molecule	■
LSD1 inhibitor*	1	Small Molecule	■
BET Inhibitor*	1	Small Molecule	
BET Inhibitor (2)*	1	Small Molecule	■
GEMoaB CD3xPSCA✦	1	Biologic	■
Anti-TIGIT	1	Biologic	
Anti-ICOS	1	Biologic	
NLRP3 Agonist	1	Small Molecule	■
Anti-IL8	1	Biologic	■
Anti-TIM3	1	Biologic	
Anti-CD73	1	Biologic	
Anti-CTLA-4 NF	1	Biologic	
Anti-CTLA-4 Probody	1	Biologic	■
STING Agonist	1	Small Molecule	■
EP4+ Antagonist✦	1	Small Molecule	■
CCR2/5 Dual Antagonist	2	Small Molecule	
Cabiralizumab✦	2	Biologic	■
Marizomib	3	Small Molecule	■
Linrodostat	3	Small Molecule	■
Bempegaldesleukin✦	3	Biologic	■
Relatlimab*✦	3	Biologic	
Ipilimumab, YERVOY®✦	M	Biologic	■
Nivolumab, OPDIVO®*✦	M	Biologic	■

Bristol-Myers Squibb focuses on discovering, developing and delivering innovative medicines that help patients prevail over serious diseases.

We are focused on our core therapeutic areas and are pursuing multiple drug platforms across these areas with a goal of transforming patients' lives through science.

External innovation and partnering are critical drivers of our strategy and have brought significant commercial success and pipeline growth. 60% of our current development pipeline is externally sourced.

HEMATOLOGY

Bristol-Myers Squibb will sustain its strong leadership and legacy in the development of transformational therapeutics for treating patients with malignant and benign hematological conditions:

- Our focus is on Multiple Myeloma, Lymphoma and CLL, MDS, AML, MPNs (e.g. Myelofibrosis), Thalassemias, and benign hematology

Areas of interest include, but are not limited to, the following approaches:

- Protein homeostasis/degradation
- Epigenetics
- ADCs, Bispecifics (e.g. T-cell/NK cell engagers), and other novel antibody constructs
- Adoptive cell therapies
- Complimentary assets in beta thalassemia, myelofibrosis, and other benign hematological indications
- Novel therapeutic combinations
- Other potentially transformative new targets and pathways
- Other potentially transformative modalities (e.g. tumor phagocytosis)

Compound/Brand Name	Phase	Modality	External
CEL MoD	1	Small Molecule	
Anti-CD47	1	Biologic	■
Anti-SIRPα	1	Biologic	■
BCMA TCE	1	Biologic	■
BET Inhibitor (3)	1	Small Molecule	■
bb21217 (BCMA CAR-T)✦	1	Cell Therapy	■
GEM333✦	1	Biologic	■
BCMA ADC	1	Biologic	■
Orva-cel	1	Cell Therapy	■
Liso-cel	3	Cell Therapy	■
Ide-cel✦	3	Cell Therapy	■
DNMT Inhibitor	3	Small Molecule	■
Luspatercept, REBLOZYL®✦	M	Biologic	■
Fedratinib, INREBIC®	M	Small Molecule	■
Pomalidomide, POMALYST® ^	M	Small Molecule	
Enasidenib, IDHIFA®✦	M	Small Molecule	■
Romidepsin, ISTODAX®	M	Small Molecule	■
Lenalidomide, REVLIMID®	M	Small Molecule	
Elotuzumab, EMPLICITI®✦	M	Biologic	■

CARDIOVASCULAR

Bristol-Myers Squibb is committed to continuing its strong leadership and legacy in the development of transformational therapeutics for treating patients with cardiovascular disease

- Our focus is both chronic and acute heart failure, with particular interest in patients with heart failure with preserved ejection fraction

Areas of interest include, but are not limited to, the following mechanisms:

- Protection against adverse remodeling of the heart, including: fibrosis, hypertrophy, resolution of inflammation, cardiomyocyte preservation, or regeneration
- Improvement of peripheral vascular compliance
- Preservation or improvement of renal function/renal perfusion in heart failure patients
- Enhancement of cardiac function, including improvements in contraction or relaxation
- Drug targets not readily amenable to current approaches
- Novel technologies supporting clinical development of new heart failure therapies
- Clinical stage opportunities (Phase 2/3)
  - Novel mechanism for Atherosclerosis and Antiarrhythmic agents
  - Agents targeting specific cardiomyopathies (e.g., genetically defined and amyloidosis-related)

Compound/Brand Name	Phase	Modality	External
Relaxin	1	Biologic	■
FPR-2 Agonist	1	Small Molecule	■
Factor XIa Inhibitor✦	2	Small Molecule	
Nitroxyl Donor	2	Small Molecule	■
Apixaban, ELIQUIS®✦	M	Small Molecule	

IMMUNOLOGY

Bristol-Myers Squibb has a deep and long standing commitment to immune-mediated disease that began over 20 years ago, and we continue to pioneer novel approaches to optimize the body's immune response

- Bristol-Myers Squibb has an industry-leading pipeline with multiple potential first-in-class agents being developed internally and through partnerships and collaborations
- Our goal is to deliver life-changing medicines for patients with a focus on therapies that have transformative potential in rheumatoid arthritis, systemic lupus erythematosus (SLE)/lupus nephritis, inflammatory bowel disease (IBD), atopic dermatitis and other immune-mediated diseases with high unmet needs that can be used either alone or in combination with the standard of care

Areas of interest include, but are not limited to, the following:

- Disease interception approaches that prevent the progression or onset of autoimmune diseases
- Tolerance induction including checkpoint agonists
- Biomarkers of disease activity to inform patient stratification, to measure pharmacodynamic responses, and to predict efficacy

Compound/Brand Name	Phase	Modality	External
IL2 Agonist	1	Biologic	■
Anti-PD1	1	Biologic	■
S1P1 Agonist	1	Small Molecule	
TLR 7/8 Antagonist	1	Small Molecule	
TYK2 Inhibitor (2)	1	Small Molecule	
Branebrutinib	1	Small Molecule	
Anti-IL-13	2	Biologic	■
BTK Inhibitor	2	Small Molecule	
Iberdomide*	2	Small Molecule	
Ozanimod	3	Small Molecule	■
TYK2 Inhibitor	3	Small Molecule	
Abatacept, ORENCIA®✦	M	Biologic	
Belatacept, NULOJIX®	M	Biologic	

FIBROTIC DISEASES

Bristol-Myers Squibb is committed to the development of transformational therapeutics to treat patients with advanced fibrotic diseases of the liver or lung.

Areas of interest include, but are not limited to, the following:

- Advanced liver fibrosis (stage F3/F4) due to nonalcoholic steatohepatitis (NASH), or primary sclerosing cholangitis
- Progressive pulmonary fibrotic diseases including Idiopathic Pulmonary Fibrosis and non-IPF Interstitial Lung Diseases such as scleroderma
- Mechanisms which promote repair and reversal of fibrosis through inhibition of inflammatory responses, protection of epithelium, and normalization of fibroblast activation
- Non-invasive biomarkers of disease activity and progression, patient stratification, prediction of efficacy, and pharmacodynamic response

Compound/Brand Name	Phase	Modality	External
LPA1 Antagonist	1	Small Molecule	■
JNK1 Inhibitor	2	Small Molecule	
HSP47✦	2	Small Molecule	■
Pegbelfermin	2	Biologic	■

NEUROSCIENCE

Bristol-Myers Squibb is committed to the development of transformational therapeutics for patients with neurodegenerative and neuromuscular diseases

- We have built a network of external partnerships across multiple treatment platforms (small molecules, biologics and RNA targeting) that leverage our leadership in protein homeostasis and inflammation to attack neurological and neuromuscular diseases

Areas of interest include, but are not limited to, the following approaches:

- Disease modifying therapies for neurodegenerative, neuro-inflammatory and neuromuscular diseases (e.g., Alzheimer's, Parkinson's, and Lou Gehrig's diseases, repeat expansion diseases, muscular dystrophies)
- Targets that modulate protein homeostasis, protein clearance, inflammation and reduce or eliminate toxic protein production
- Emerging technologies (RNA, DNA targeting, gene regulation, editing and replacement, vector optimization) that when matched to underlying disease genetics can deliver a precision medicine portfolio with a high probability of success to address unmet medical needs
- Targets in orphan/rare neurological and neuromuscular diseases
- Translational tools and technologies such as neuroimaging and fluid biomarkers to track neurodegenerative disease
- Novel blood brain-barrier delivery technologies

1 - Phase 1 **2** - Phase 2 **3** - Phase 3 **M** - Marketed Product Development
■ - External Innovation: Compound originated from an external source.

* Also in development for Hematology indications

ˆ Also in development for Solid Tumor indications

✦ Development Partnership

CROSS-THERAPEUTIC AREAS OF FOCUS

TRANSLATIONAL MEDICINE

Bristol-Myers Squibb is committed to translational medicine approaches to ensure our patients get the maximum benefit of our drugs. Areas of interest include, but are not limited to, the following:

- **Innovative biomarker applications to inform target identification, disease characterization and treatment optimization**
  - Predictive biomarkers and diagnostic approaches
  - Pharmacodynamic assessment of dose and treatment response monitoring
  - Biomarkers of emerging or novel clinical endpoints (e.g. minimal residual disease)
  - Technologies and systems to elucidate disease biology (including the tumor microenvironment) and mechanisms of resistance
- **Biomarker and bioanalytical technologies and platforms:**
  - Novel histopathology approaches; multiplexed, digital-ready IHC and fluorescence-based platforms
  - Multicolored flow cytometry assays (exploratory and diagnostic grade), for both peripheral and tumoral assessment
  - Metabolomic, proteomic and other high-resolution or high-throughput, bioanalytical technologies
  - Genomics research platforms covering NGS: gene expression profiling and single-cell RNAseq, tumor & germline DNA deep sequencing, methylation and epigenomic profiling, liquid biopsy (cfDNA and cfRNA)
  - Novel imaging capabilities: radiographic and alternate tracer platforms; radiomics

DIGITAL HEALTH

Bristol-Myers Squibb is committed to leveraging advances in Digital Health to better enable and accelerate our Discovery, Exploratory Development, Full Development, and Commercialization of our products. Capabilities of interest include, but are not limited to, those that:

- Identify early pipeline differentiation through translational medicine
- Accelerate and deliver on our robust clinical trial portfolio
- Enhance our therapeutics and deliver better outcomes to patients and providers
- Foster quality patient-clinician interactions that are meaningful and personalized
- **Provide bioinformatics and data analytics:**
  - Machine-learning/AI pathology approaches and computational biology technologies/platforms; neoantigen modeling and other validated biomarker predictive algorithms
  - General bioinformatics and internal/external database semantic-integration technologies

DRUG PLATFORMS AND MODALITIES

- Biologics
- Drug Delivery Technology
- Small Molecules

> "WE HAD A NUMBER OF ATTRACTIVE STRATEGIC OPTIONS IN FRONT OF US, HOWEVER BRISTOL-MYERS SQUIBB AND ITS FOCUS ON EXPLORING OUR BIOLOGY WON THE DAY."

RECENT TRANSACTION PARTNER

– Proprietary genomic, metabolomic, or proteomic or other high density-information databases and search tools, including real-world integrated molecular and clinical data repositories

CELL THERAPY

Bristol-Myers Squibb is committed to building a leadership position in Cell Therapy by leveraging unparalleled disease expertise, CMC capabilities, manufacturing scale and portfolio of first/best-in-class assets

- Our focus is on developing adoptive cell therapies providing transformative outcomes to patients with both hematologic and solid tumor malignancies

Areas of interest include, but are not limited to, the following approaches:

- Allogeneic cell platforms – donor/iPSC, NK cells
- Gamma delta T cells
- Additional cell types – e.g. macrophages, NKT cells
- Novel tumor targets and binders – CAR and TCR
- Next generation engineering (e.g. CAR logic gates, gene editing, TME modulation)
- Non-viral delivery for modifying cell gene expression
- Enabling manufacturing platforms and technologies
- Combinations with other therapies to increase efficacy

RESEARCH TECHNOLOGIES

Bristol-Myers Squibb is committed to enhancing our discovery and development efforts through innovative technologies. Areas of interest include, but are not limited to, the following:

- Access to new chemical matter, including macrocycle and fragment libraries
- Novel discovery platforms, including target discovery modalities
- Emerging protein structure determination platforms
- Microfluidics based platforms
- Super resolution imaging platforms (such as 3D bioprinter, intelligent image analysis tools, tissue imaging and real time single cell sorting/purification based on machine learning).
- Technologies directed toward enhancing GI absorption of poorly absorbed compounds or enabling novel delivery methods (colonic, intraoral, subcutaneous, intra-tumoral)
- Solid state stabilization of proteins to enable high-concentration parenteral delivery.
- Controlled release technologies for drug delivery
- Drug delivery device technologies
- Machine Learning Capabilities applied to Research & Early Development
- Label-free cellular target engagement platforms
- Single cell genomics and proteomic platforms
- Systems biology tools to evaluate pharmacologic/toxicologic responses
- Translationally relevant preclinical models
- Companion digital therapeutics that enhance delivery of care

Antibody Drug Conjugates
Millamolecules
Gene Therapy
RNA Oligonucleotides
Cell Therapy
Protein Homeostasis

> “BRISTOL-MYERS SQUIBB WAS THE RIGHT PARTNER WHO BROUGHT THE OPTIMAL DEAL STRUCTURE, CONSIDERABLE CAPABILITIES AND A COMMITMENT OF RESOURCES”
>
> RECENT TRANSACTION PARTNER

BUSINESS DEVELOPMENT CONTACTS

Below please find a list of contacts for each area of interest.
To learn more about our team, please visit the website: **bms.com/partnering**

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BUSINESS DEVELOPMENT

For more information please visit: **www.bms.com/partnering**

"BOTH INTERNAL AND EXTERNAL INNOVATION ARE CRITICAL COMPONENTS OF OUR MISSION TO BRING TRANSFORMATIONAL MEDICINES TO PATIENTS."

– Giovanni Caforio, M.D.
Chief Executive Officer