

	<b>Return on Invested Capital (ROIC)</b>					
	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Operating income</b>	1,808,900	1,746,442	1,442,753	989,635	841,526	(1,464,218)
Certain charges (1)						2,043,069
<b>Operating income (non-GAAP for 2008)</b>	<b>1,808,900</b>	<b>1,746,442</b>	<b>1,442,753</b>	<b>989,635</b>	<b>841,526</b>	<b>578,851</b>
Effective tax rate	13%	13%	7%	13%	20%	24%
<b>Operating income after tax (non-GAAP for 2008)</b>	<b>1,575,056</b>	<b>1,512,428</b>	<b>1,339,017</b>	<b>860,221</b>	<b>669,930</b>	<b>439,272</b>
Total equity	5,589,900	5,694,467	5,512,727	5,995,472	4,394,606	3,491,328
Certain charges (1)	1,979,510	1,979,510	1,979,510	1,979,510	1,979,510	1,979,510
Total debt	4,741,269	3,079,792	1,802,269	1,247,584	-	-
<b>Total capital</b>	<b>12,310,679</b>	<b>10,753,769</b>	<b>9,294,506</b>	<b>9,222,566</b>	<b>6,374,116</b>	<b>5,470,838</b>
Total capital beginning of period	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838	3,040,499
Total capital end of period	12,310,679	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838
<b>Average total capital</b>	<b>11,532,224</b>	<b>10,024,138</b>	<b>9,258,536</b>	<b>7,798,341</b>	<b>5,922,477</b>	<b>4,255,669</b>
<b>ROIC</b>	<b>13.7%</b>	<b>15.1%</b>	<b>14.5%</b>	<b>11.0%</b>	<b>11.31%</b>	<b>10.3%</b>

	<b>Return on Invested Capital (ROIC), Net of Cash</b>					
	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>Operating income</b>	1,808,900	1,746,442	1,442,753	989,635	841,526	(1,464,218)
Certain charges (1)						2,043,069
<b>Operating income (non-GAAP for 2008)</b>	<b>1,808,900</b>	<b>1,746,442</b>	<b>1,442,753</b>	<b>989,635</b>	<b>841,526</b>	<b>578,851</b>
Effective tax rate	13%	13%	7%	13%	20%	24%
<b>Operating income after tax (non-GAAP for 2008)</b>	<b>1,575,056</b>	<b>1,512,428</b>	<b>1,339,017</b>	<b>860,221</b>	<b>669,930</b>	<b>439,272</b>
Total equity (less cash)	(97,089)	1,794,197	2,864,573	3,394,171	1,397,854	1,269,237
Certain charges (1)	1,979,510	1,979,510	1,979,510	1,979,510	1,979,510	1,979,510
Total debt	4,741,269	3,079,792	1,802,269	1,247,584	-	-
<b>Total capital</b>	<b>6,623,690</b>	<b>6,853,499</b>	<b>6,646,352</b>	<b>6,621,265</b>	<b>3,377,364</b>	<b>3,248,747</b>
Total capital beginning of period	6,853,499	6,646,352	6,621,265	3,377,364	3,248,747	3,040,499
Total capital end of period	6,623,690	6,853,499	6,646,352	6,621,265	3,377,364	3,248,747
<b>Average total capital</b>	<b>6,738,595</b>	<b>6,749,926</b>	<b>6,633,809</b>	<b>4,999,315</b>	<b>3,313,056</b>	<b>3,144,623</b>
<b>ROIC</b>	<b>23.37%</b>	<b>22.41%</b>	<b>20.18%</b>	<b>17.21%</b>	<b>20.22%</b>	<b>13.97%</b>

(1) Excludes \$1.7 billion of IPR&D expense in 2008 associated with the acquisition of Pharmion, as well as \$300 million of expense related to the acquisition of intellectual property rights for Vidaza in 2008 prior to its launch. Amounts adjusted for tax effects in 2008 are excluded from equity in all years including and subsequent to 2008.