

Return on Invested Capital (ROIC)*(amounts in thousands)*

	2014	2013	2012	2011	2010	2009	2008
Operating income	2,519,000	1,808,900	1,746,442	1,442,753	989,635	841,526	(1,464,218)
Certain charges (1)							2,043,069
Operating income (non-GAAP for 2008)	2,519,000	1,808,900	1,746,442	1,442,753	989,635	841,526	578,851
Effective tax rate	14%	13%	13%	7%	13%	20%	24%
Operating income after tax	2,164,539	1,575,056	1,512,428	1,339,017	860,221	669,930	439,272
Total equity	6,524,796	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	1,979,510
Total debt	6,871,632	4,741,269	3,079,792	1,802,269	1,247,584	-	-
Total capital	15,375,938	12,310,679	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838
Total capital beginning of period	12,310,679	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838	3,040,499
Total capital end of period	15,375,938	12,310,679	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838
Average total capital	13,843,309	11,532,224	10,024,138	9,258,536	7,798,341	5,922,477	4,255,669
ROIC	15.6%	13.7%	15.1%	14.5%	11.0%	11.3%	10.3%

Return on Invested Capital (ROIC), Net of Cash*(amounts in thousands)*

	2014	2013	2012	2011	2010	2009	2008
Operating income	2,519,000	1,808,900	1,746,442	1,442,753	989,635	841,526	(1,464,218)
Certain charges (1)							2,043,069
Operating income (non-GAAP for 2008)	2,519,000	1,808,900	1,746,442	1,442,753	989,635	841,526	578,851
Effective tax rate	14%	13%	13%	7%	13%	20%	24%
Operating income after tax	2,164,539	1,575,056	1,512,428	1,339,017	860,221	669,930	439,272
Total equity	6,524,796	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	1,979,510
Total debt	6,871,632	4,741,269	3,079,792	1,802,269	1,247,584	-	-
Less Cash and Marketable Securities	(7,546,633)	(5,686,989)	(3,900,270)	(2,648,154)	(2,601,301)	(2,996,752)	(2,222,091)
Total capital	7,829,305	6,623,690	6,853,499	6,646,352	6,621,265	3,377,364	3,248,747
Total capital beginning of period	6,623,690	6,853,499	6,646,352	6,621,265	3,377,364	3,248,747	3,040,499
Total capital end of period	7,829,305	6,623,690	6,853,499	6,646,352	6,621,265	3,377,364	3,248,747
Average total capital	7,226,498	6,738,595	6,749,926	6,633,809	4,999,315	3,313,056	3,144,623
ROIC, Net of Cash	30.0%	23.4%	22.4%	20.2%	17.2%	20.2%	14.0%

(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.